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**MONTEREY PENINSULA AND VICINITY
VISITOR TRANSIT STUDY**

FINAL REPORT

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regional cooperation*

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FINAL REPORT

Prepared By:

**The Association of Monterey Bay Area Governments
with funding provided by the
Monterey County Board of Supervisors**

February 29, 1988



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I.

INTRODUCTION and EXECUTIVE SUMMARY

The Monterey Peninsula and Vicinity Visitor Transit Study has been conducted by the Association of Monterey Bay Area Governments (AMBAG) with funding provided by the Monterey County Board of Supervisors. The purpose of this study is to determine the feasibility of developing improved transportation services, both public and private, for visitors to the greater Monterey Peninsula and vicinity. The study area is shown in Figure 1 on page 2 and includes the cities of Marina, Seaside, Monterey, Carmel, and Pacific Grove in addition to the County unincorporated areas of Pebble Beach, Carmel Valley and the Big Sur Coast.

The study area has historically been viewed as lacking an adequate local transportation system for visitors, thus encouraging use of the automobile. This results in traffic congestion and parking shortages, especially on weekends and during the summer months. Improved transportation for visitors will enhance the area's desirability as a recreation, convention and sightseeing destination and will increase the opportunities for visiting multiple destinations while in the area. At the present time, multiple destination visits are discouraged by heavy traffic and difficult parking which visitors may not be willing to cope with at more than one attraction. Better mobility for visitors should also yield improved traffic circulation and parking opportunities for area residents.

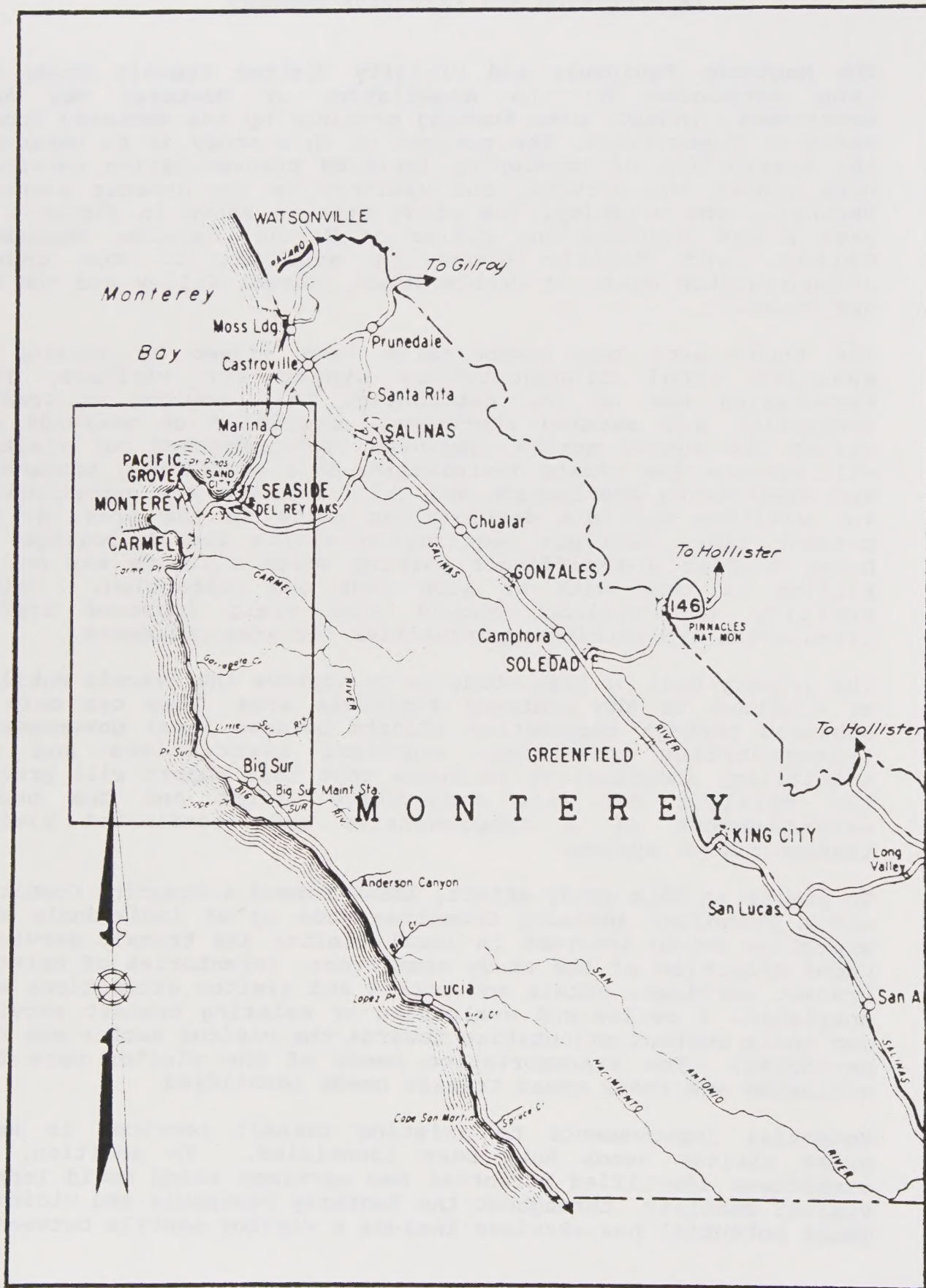
The primary goal of this study is to improve the overall mobility of visitors to the Monterey Peninsula area. This can only be achieved through cooperative efforts between local governments, transportation providers, business associations and the hospitality industry. It is hoped that this report will provide the catalyst for this cooperative effort and the prompt establishment of a comprehensive and coordinated visitor transportation system.

To assist in this study effort, AMBAG formed a Steering Committee and a Technical Advisory Committee made up of individuals with expertise or an interest in local visitor and transit services. Under direction of the study committees, inventories of existing transit services, hotels and motels and visitor attractions were completed. A review and evaluation of existing transit services and their current orientation towards the visitor sector was then performed. The transportation needs of the visitor were then evaluated and their unmet transit needs identified.

Potential improvements to existing transit services to serve unmet visitor needs have been identified. In addition, the committees identified potential new services which would improve visitor mobility throughout the Monterey Peninsula and vicinity. These potential new services include a visitor shuttle between

FIGURE 1

MONTEREY PENINSULA AND VICINITY
VISITOR TRANSIT STUDY PROJECT AREA



Monterey and Carmel, improvement of service to the Fremont Street, Del Monte Avenue, Marina, and Asilomar area hotels and motels, expansion of service to Carmel Valley and Big Sur, night service, and establishing limited service to Del Monte Forest/Pebble Beach along the scenic Seventeen-Mile Drive. Each potential new visitor transit route was carefully evaluated in terms of the number of visitors to be served, potential ridership, the level of existing service, and the estimated cost of service.

The study committees have determined that the most effective program for improving visitor transportation on the Monterey Peninsula and vicinity includes the following key elements:

A COMPREHENSIVE MARKETING/PROMOTIONAL PROGRAM to promote both new and existing visitor transit services, public and private. This program should be carried out immediately under the direction of a marketing committee of all affected groups and would include:

- * Improved on-street signage of routes and schedules,
- * Easy to read information brochures and maps,
- * Displays and promotion at the Monterey Airport,
- * Symbol or logo to identify visitor transportation,
- * Advertising through appropriate media, and
- * Other techniques such as promotions and contests.

ESTABLISH VISITOR INFORMATION CENTERS at several locations throughout the area. The center locations would be in outlying areas along the primary entrance routes to the peninsula and at major visitor attractions. The centers would be a consolidation of the existing individual visitor information centers operated by various business groups and local governments. The centers should be located adjacent to visitor transportation routes where possible and should have parking available. Visitors would be encouraged to utilize the visitor transportation network at the information centers.

MAINTENANCE OF THE IMPROVED TRANSIT SERVICE TO BE IMPLEMENTED BY MONTEREY-SALINAS TRANSIT (MST) in January, 1988. These service improvements include night service and more frequent service on several major existing routes. These service improvements are being undertaken on a one-year trial basis at this time and should be continued after the trial period. Maintenance of the higher service levels will reduce or eliminate the need for special or extra routes to serve visitor attractions and hotel/motel areas.

A VISITOR TRANSIT SHUTTLE BETWEEN CANNERY ROW AND CARMEL via Fisherman's Wharf, downtown Monterey, downtown Carmel and ending at the Barnyard/Crossroads shopping area. This shuttle would serve Cannery Row, downtown Monterey, Munras Avenue hotel/motel areas, Del Monte Center, downtown Carmel hotels and shopping, the Sunset Center, Carmel Mission, and the Barnyard/Crossroads shopping centers. This shuttle should become an extension of existing MST Route #16, the Monterey to Cannery Row FreeShuttle. This route appears best suited for operation by MST and it is expected that this line would become a regular fare route. However, Federal Government regulations require that all new routes be put out to bid from private transportation providers which could result in this service being provided by a private operator under contract to MST. This shuttle exhibited the greatest potential for ridership and should be implemented as soon as possible. (The reference to this route as a "shuttle" throughout this report is because the proposed service covers the same route in each direction of travel. However, the length and frequency of the proposed route is not consistent with typical shuttle service which is usually very frequent and covers a short length route).

A VISITOR SIGHTSEEING TRIP BETWEEN MONTEREY AND CARMEL VIA 17-MILE DRIVE. This route would serve Monterey, Fisherman's Wharf, Cannery Row, Pacific Grove, Asilomar, Pebble Beach and Carmel. This service would provide those visitors who rely on or prefer transit an opportunity to visit this very popular visitor attraction. This route could be operated as either a loop or "one-way", returning to Monterey from Carmel along the 17-Mile Drive. If operated one-way, the route should not be started until the Cannery Row-Carmel shuttle is operating so that return connections are available. This service appears best suited for operation by a private transportation provider due to the length and nature of the route.

The recommendations for service and marketing/promotional proposals were based upon careful evaluation of existing and potential new visitor transit routes, visitor transportation needs and consideration of the service improvements to be initiated by Monterey-Salinas Transit (MST) in January, 1988. Funding for implementing the programs could come from many possible sources. These include grants from the Urban Mass Transportation Administration (UMTA), advertising and contract revenues from local merchants, direct support from local governments and the hospitality industry, passenger fares, and possibly hotel/motel bed taxes.

UNRESOLVED ISSUES

During the concluding stages of this study, several important issues arose which were outside the scope of the study. These issues are primarily related to implementation of the study recommendations and include the commitment of public and private parking to the proposed system, financing, operation of the system, detailed marketing plans, and the level of participation by public and private organizations. It has been suggested by various advisory committee members that these unresolved issues be addressed in a Phase II study if sufficient interest is shown by affected public and private concerns in moving ahead with a visitor transportation system. Further discussion of these issues is provided in Chapter VIII, "Conclusions and Recommendations".

This is the final report for this study. Copies of the final draft document were circulated to public and private agencies throughout the study area for review and comment. All comments and suggestions received have been addressed to the maximum degree possible in this final project report.

II.

SERVICE INVENTORY

A number of transportation services are presently available to visitors throughout the Monterey Peninsula and vicinity. These include private charters and tours, private hotel shuttles, airport limousines, taxis, public fixed-route transit, and special visitor shuttles such as the Cannery Row Free Shuttle and the Cannery Row Trolley.

An inventory of these existing transportation services has been completed and is presented in the appendix in Table 1, "Existing Transportation Service Inventory" and Table 2, "Existing Hotel Shuttle Inventory". The names of companies included in the inventory were obtained from advertisements in the Pacific Bell Yellow Pages, visitor magazines, the Public Utilities Commission directory of operator licenses, previous studies and reports, and the area Chambers of Commerce.

Specific information concerning each company's service area and characteristics was obtained directly from the companies themselves. This information includes the company name, the type of operation, the type and number of vehicles available, a brief description of the services available to visitors, and the methods used to promote their services. Descriptions of hotel shuttles also include the size of the hotel and any fares charged.

The results of the transportation service inventory identified one public and one private transit operator, eight charter tour companies, three round-trip sightseeing companies, three limousine/airporter companies and four taxi companies. The number of vehicles varies from two 15 seat vans (Seacoast Safaris) to over 50 full size buses (Monterey-Salinas Transit). This diversity of sizes and types of companies provides for a wide range of existing services to meet different visitor market demands.

The results of the hotel shuttle inventory identified seven full service hotels which operate shuttle or limousine services for their guests. The size of the shuttle fleets vary from one van or limousine up to three vans. Some hotels provide complimentary service for guests while others charge a per-person or by-the-hour fare. Several other hotels use existing taxi or airport limousine services for guest transportation and also provide tour information.

The service inventory, together with the results of Section III, "Identification of Visitor Transit Needs", provide the input for Sections IV and V, "Existing Transportation Services" and "Potential Improvements to Existing Transportation Services".

III. IDENTIFICATION OF VISITOR TRANSPORTATION NEEDS

Determination of Visitor Attractions

In order to determine the transportation needs of the Monterey Peninsula visitor, it was necessary to identify visitor attractions and/or destinations. To accomplish this task, the results of several visitor surveys were reviewed, State Park visitation records were analyzed, and an inventory of hotels and motels was compiled. The conclusions are described briefly in the following section.

Monterey-Salinas Transit (MST) Survey

Monterey-Salinas Transit (MST) conducted a visitor survey on September 6th and 7th, 1987 in the area around the Aquarium and along Cannery Row. Interviews were conducted with 400 individuals as they waited in line at the Aquarium or were either arriving at Cannery Row by the FreeShuttle or waiting for the next bus to return them to the Fisherman's Wharf or downtown Monterey.

The results from several survey questions are presented in the appendix in Table 3. These results indicate that over half of those interviewed (53%) were day visitors, 28% were overnight visitors for two days, and 13% were visiting the area for periods between 3 and 8 days. The most popular visitor attractions were identified as the Monterey Bay Aquarium, Cannery Row, Fisherman's Wharf, Carmel, Pebble Beach and Seventeen-Mile Drive, Point Lobos and the Big Sur Coast, and Pacific Grove's Lovers Point. Thirty-five percent of the visitors surveyed had evening plans on the Peninsula with Carmel, Cannery Row and Fisherman's Wharf being the three most popular evening destinations.

Almost two-thirds (65%) of the visitors surveyed said they would ride a "visitor-oriented bus route that connected parking areas, major hotels and attractions". Sixty percent of these visitors indicated that they would be willing to pay at least \$5.00 per day for their travel party's transportation. When asked how late such a shuttle should operate, 42% responded 10:00 PM while an additional 46% of those surveyed suggested service until 11:00 PM or later.

Of the visitors surveyed, 75% indicated that they would "ride a bus to Carmel if it cost only \$2.00 for an all day pass". It is interesting to note that MST currently offers service between downtown Monterey and Carmel, as well as a \$2.00 day pass. (Source: Results of the Transit Origin/Destination and Market/Segmentation Study, prepared for Monterey-Salinas Transit by AMBAG under contract with JKaplan & Associates.)

Monterey Bay Aquarium Survey

The Monterey Bay Aquarium surveys its general admission visitors on a regular basis. Survey results pertinent to this study are presented in the appendix in Table 4. These results indicate that 46% of the Aquarium's patrons are day visitors to the Monterey Peninsula and that 20% of Aquarium visitors utilize the FreeShuttle. This figure remains constant throughout the various survey periods. Aquarium visitors also indicated that the most popular shopping and dining areas, not including the Aquarium itself, are Carmel, Cannery Row and Fisherman's Wharf. (Source: Monterey Bay Aquarium Visitor Study, 1986.)

California State Park Visitation

The California Division of State Parks compiles visitation data for Pfeiffer Big Sur State Park, Point Lobos State Reserve, Monterey Historic Park, and the Asilomar Conference Center. A line graph has been prepared to illustrate the seasonal fluctuation in visitation to these parks and is shown in Figure 2 on page 9. Three of the parks experience definite peaks in the months of June through August. However, visitation at the Asilomar is relatively constant with a slight increase in the months of June through October.

Monterey Peninsula Origin and Destination Survey

Recently, an Origin and Destination Survey was conducted on the Monterey Peninsula to determine the transportation patterns of both residents and visitors. The visitor component of the survey involved the distribution of six thousand survey questionnaires to hotels and motels on the Peninsula and in Carmel Valley. The survey results are summarized in Table 5 on Page 10. Of particular note is that an average of 65% of the visitors who responded indicated that they would ride a visitor shuttle to their destinations and would be willing to pay a fare to do so.

Hotel/Motel Inventory

An inventory of all hotels, motels, and "bed and breakfast" establishments within the study area has been compiled and is shown in the appendix in Table 6. This inventory illustrates the concentrations of hotel rooms within each local jurisdiction. The information was obtained from County and City planning departments, Chambers of Commerce, Pacific Bell "yellow pages", AAA Tour Book, and personal contact with the hotels. The inventory identified nearly 9000 existing rooms from Marina to Big Sur. Another 2000 possible future rooms were identified by County and City planners as shown in the appendix in Table 7.

Figure 2
Monterey Peninsula and Vicinity
State Park Visitation

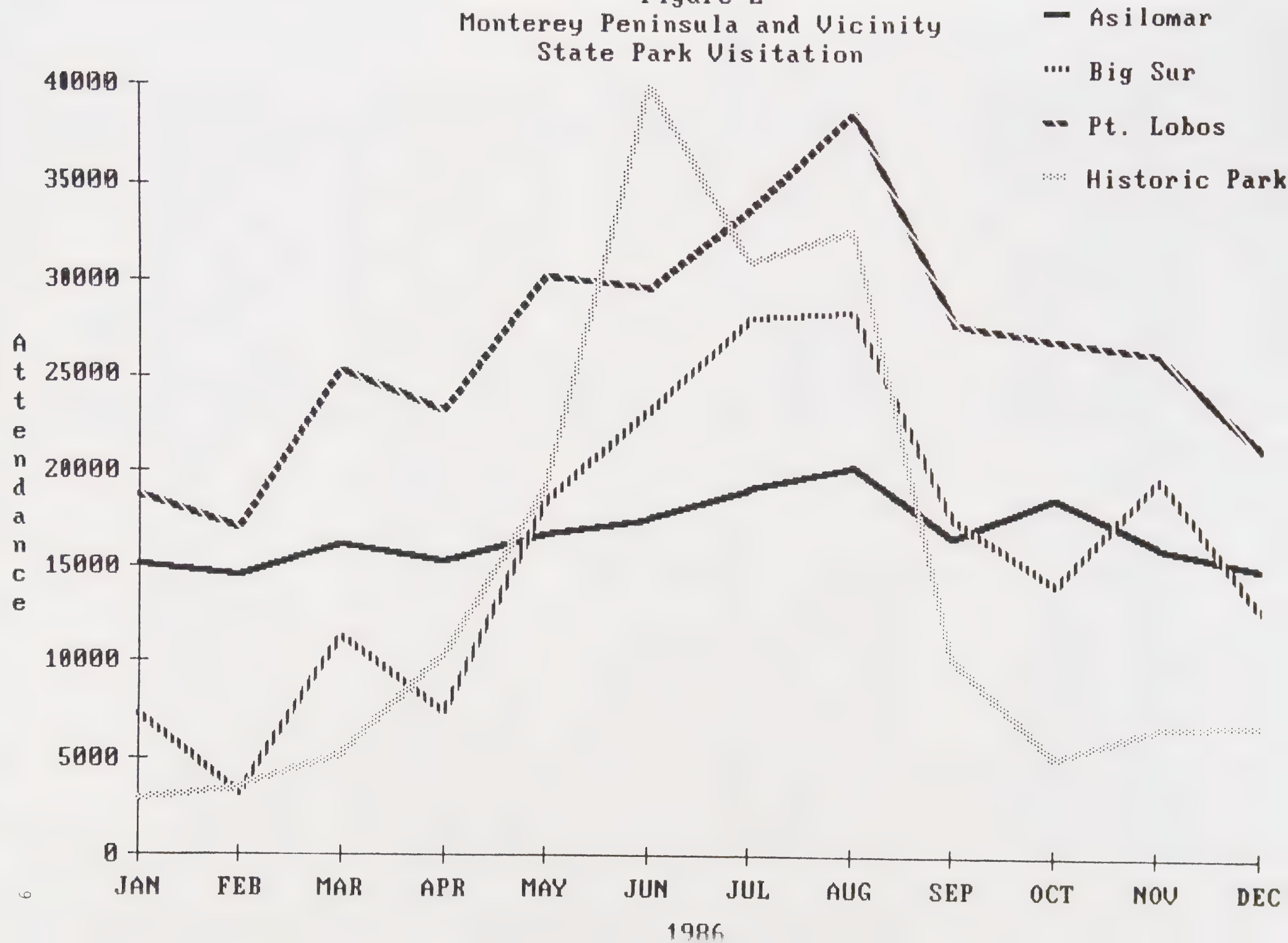


TABLE 5

MONTEREY PENINSULA ORIGIN & DESTINATION STUDY VISITOR SURVEY
(August 1987 - Partial Results)

- 1) How did you get to the Monterey Peninsula for this visit?
Mode of Arrival:

Own Car	60%
Rental Car	30%
Tour Bus	1%
Bus	1%
Plane	7%
Train	1%

- 2) What is the purpose for your visit?
Primary Trip Purpose:

Recreation	67%
Visiting	3%
Business	8%
Convention	17%
Shopping	2%
Other	3%

- 3) Including yourself, how many people are in your party or group?
Total:

2	55%
4	13%
1 or 3	12%
5+	6%

- 4) What was your primary mode of travel while on Monterey Peninsula?
Mode of Travel While Here:

Own Car	55%
Rental	30%
Tour Bus	2%
Taxi	1%
Transit	1%
Walk/Bike	11%
No Response	1%

- 5) Would you be willing to ride a visitor shuttle to some of your destinations on the Monterey Peninsula?
Shuttle Willingness by Motel Area:

Downtown Monterey	80%
Fremont Street	75%
Marina	70%
Pacific Grove	65%
Carmel	65%
Seaside	64%
Munras Avenue	60%
Pebble Beach	56%

- 6) Shuttle Fare Amount (\$):

\$1.00 & less	30%
\$1.01 to \$2.00	30%
\$2.01 to \$3.00	12%
\$3.01 to \$5.00	23%
Over \$5.00	5%

The greatest increases in future hotel/motel rooms are expected in the northern portion of the study area, primarily in Sand City, Seaside and Marina. The locations and numbers of future hotel/motel rooms is provided for information purposes only at this time. However, this data could be useful in the future to justify expansion of the visitor transportation system. Fortunately, the majority of both existing and future rooms are concentrated in specific areas or along major street corridors. This should enable the visitor transportation system to operate more efficiently than if the hotels and motels were scattered over wide areas.

Estimation of the Numbers of Visitors

An effort was made to estimate the number of visitors to the Monterey Peninsula during peak and off-peak seasons and at different times of the week. This estimation included both overnight and day visitors and was segregated by both jurisdiction and hotel/motel area. Overnight visitors were estimated using hotel/motel occupancy rates and average party sizes obtained from visitor surveys. An estimate of the number of day visitors was generated using parking lot occupancy rates and past experiences. The lack of specific data about day visitors and the great variability in their numbers during different times of the year prompted the use of a range in estimating day visitors. This information provides the foundation for estimating potential ridership within localized areas for both the peak and off-peak seasons.

Overnight Visitors

Occupancy rates for hotels/motels were estimated for each jurisdiction using the price-based methodology described in The Visitor Sector, AMBAG Economic Base Study, 1979, prepared by Recht-Hausrath & Associates. Table 8 in the appendix presents the estimated seasonal weekday and weekend daily occupancy rates of existing rooms for each community and/or motel area. The numbers in this table represent the total number of rooms occupied per day. Occupancy rates generally remain high everyday during the peak season (June - Sept.) and on weekends throughout the year.

Using an average of two persons in each occupied room (Monterey Peninsula Origin and Destination Survey results), it was estimated that about 18,500 overnight visitor are in the study area during the peak season and on weekends. The potential visitor ridership from each hotel/motel area was also estimated. These potential visitor ridership estimates are shown in Table 15 in the appendix and were used to identify the most efficient visitor transportation routes.

Day Visitors

The number of day-visitors to the Monterey Peninsula region is difficult to quantify. Based upon the responses from the visitor surveys described earlier, it was assumed that the great majority of day visitors arrive by automobile. Knowing this, an estimation of the number of day visitors could be made using the availability and occupancy rates of off-street parking facilities on the peninsula. It should be pointed out however, that many factors can affect the number of day visitors including special events, time of the year, turnover ratios of on-street and private parking areas and weather conditions. Consequently, a range of the number of day visitors is probably more representative of the actual situation given these variables.

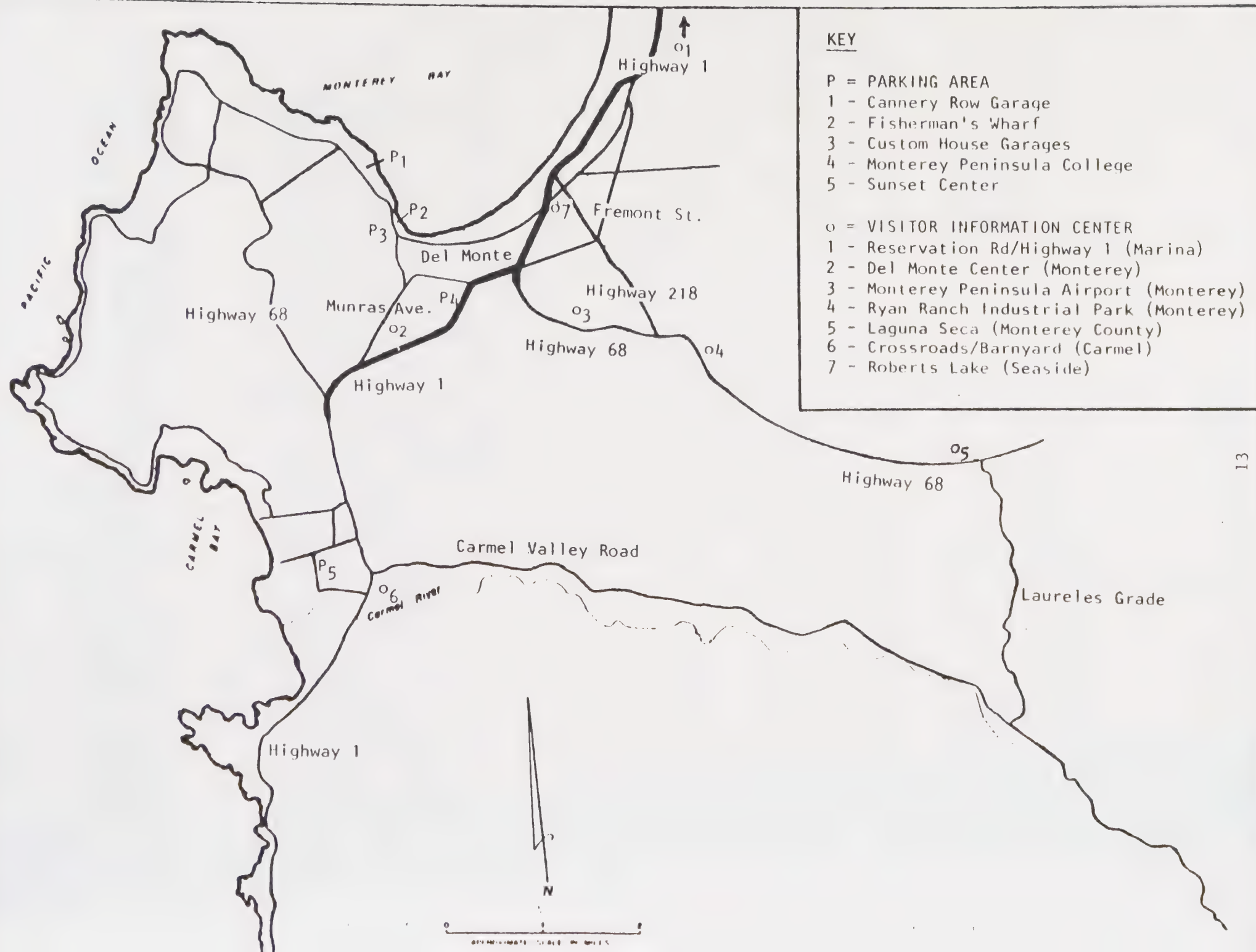
First, an inventory of public off-street parking areas in Monterey, Pacific Grove and Carmel was prepared. The number of parking spaces and occupancy rates were obtained from city planners and maps of parking areas. Future parking garages which have been approved were counted toward the total number of spaces available. However, permit parking for employees and other daily parking lot users was excluded from the number of spaces considered available for visitors. On-street parking and private parking lots were also not counted. A map showing the locations of the public off-street parking facilities used in the estimation of day visitors is provided as Figure 3 on page 13.

Assuming that two day visitors would result from each occupied off-street parking space, the number of day visitors was estimated to be a minimum of about 5000 persons during peak periods and weekends. However, the actual number has been as high as 50,000 or more during special events and holiday weekends based upon past experiences. Given this very broad range of potential day visitors, an average number of day visitors on weekends and during peak periods would be approximately 25,000 to 30,000.

The broad range in the number of day visitors greatly complicates the calculation of the ridership estimates and cost/revenue analyses. To simplify this and to avoid overestimating potential ridership, only the availability of off-street parking was used while on-street and private parking was not considered. Therefore, the day visitor component of the ridership estimates reflect the lower end of the range of potential day visitors.

It is important to note that while the above analysis is useful in estimating the number of day visitors to the area, more work is needed to determine the actual amount of both public and private parking that is available for use by day visitors. For example, the City of Monterey parking garages experience a significant and varying degree of utilization by local residents and area employees. Moreover, private parking lot owners have provided little direct input regarding their willingness to accomodate a portion of the parking requirements of a visitor

FIGURE 3
PARKING AREAS AND PROPOSED VISITOR INFORMATION CENTERS



transportation system. All indications are however, that private parking lot owners may be reluctant to allocate parking from their lots for use by riders of the visitor transportation system. This issue should be examined further if a Phase II report is conducted.

Results

The two analyses described above identify the visitor ridership generators of parking and hotel/motel rooms within the study area. Using these potential ridership generators together with the visitor attractions identified in Chapter 3, possible visitor transportation routes were mapped. The ridership generators for each potential visitor transportation system route are shown in the appendix in Table 15, "Generators for Visitor Transit Ridership". These figures were then used in the estimation of potential ridership discussed in Section VI, "Potential New Routes and Services" and shown in the appendix in Table 16, "Potential and Expected Ridership".

IV.

EXISTING TRANSPORTATION SERVICES

In this chapter, existing public and private visitor transportation services are reviewed and evaluated in terms of market orientation, service type, fare structure and marketing techniques.

Public Transit

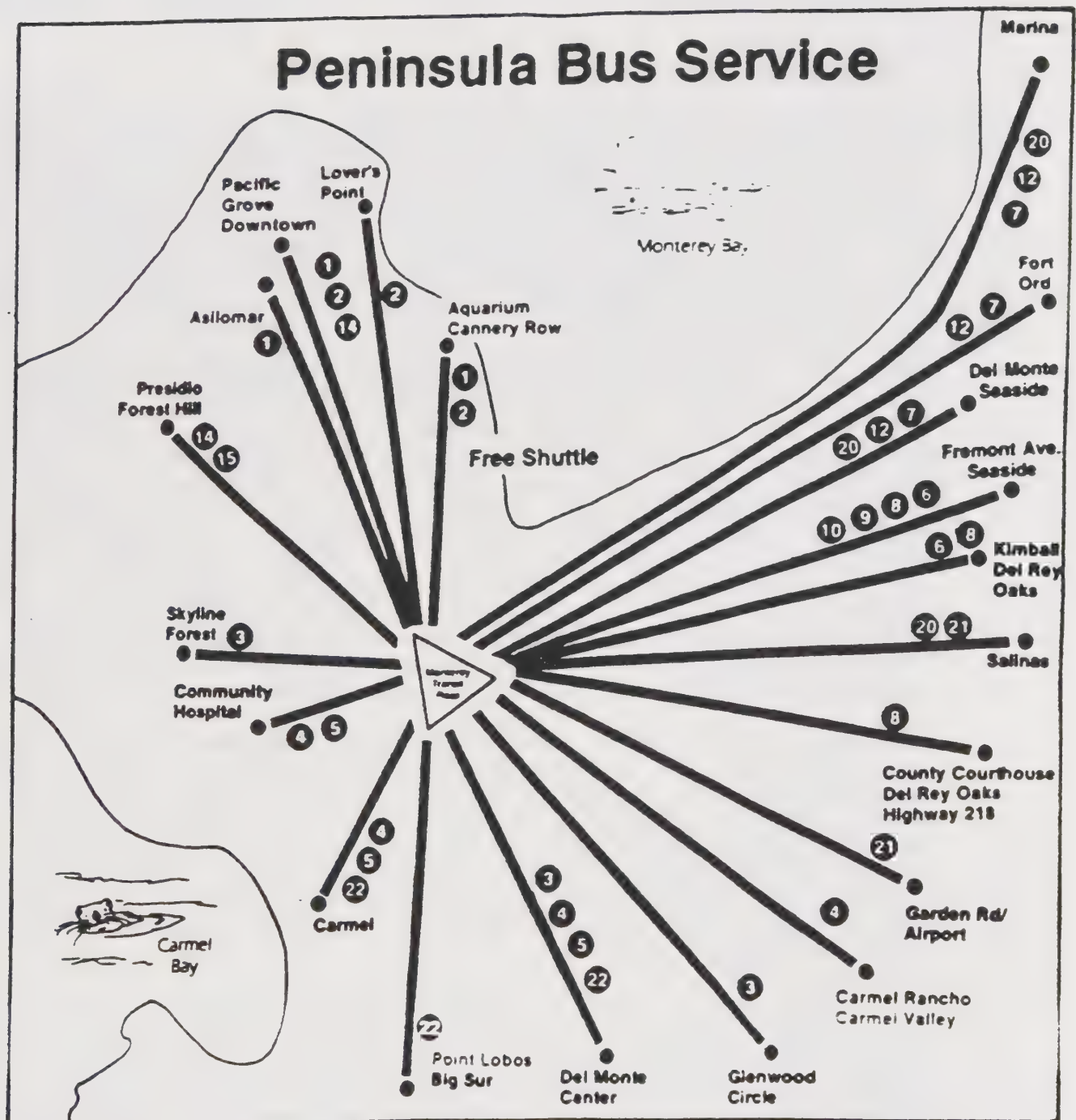
The public fixed route transit system for the Monterey Peninsula and vicinity is Monterey-Salinas Transit (MST). MST has a fleet of 52 buses which seat from 33 to 41 passengers and operates along 28 scheduled routes throughout a service area which extends along the coast from Marina to Big Sur. The Monterey Peninsula bus routes and their destinations are shown in Figure 4 on page 16. Salinas and Watsonville are also within the MST service area, with connections to AMTRAK in Salinas, and to the Santa Cruz Metropolitan Transit District in Watsonville.

Most MST routes operate hourly from approximately 6:30 am until 6:30 pm, five days a week, with many routes also offering weekend service. However, several routes do not operate on Sunday, and one route has no weekend service at all (Table 9). The fare on MST is \$0.75 per one-way trip within any one zone with the Monterey Peninsula and Carmel being a single zone. Free transfers are available between routes. A "Day Pass" is available for \$2.00 and allows unlimited rides within any one transit zone on the date of purchase. Almost all of the identified visitor attractions and areas of hotel/motel concentration are accessible by an existing MST route. One notable exception is that there is currently no service to Pebble Beach/Del Monte Forest and the scenic Seventeen Mile Drive.

Beginning in January 1988, MST will implement major service improvements on a one-year trial basis. These service improvements are outlined in Figure 5 on page 17 and include night service and more frequent service. Night service will operate hourly from 6:00 p.m. to 11:00 p.m. on several key routes serving Pacific Grove, Carmel and Carmel Valley, Seaside (Fremont St. and Del Monte Ave.) and Marina. More frequent service (1/2 hour or less) will also be provided on many of these same routes during daytime hours.

The nature of the visitor transit market demands convenience and high frequency of service in addition to efficient routing and service to visitor attractions. To ascertain whether or not current MST service meets these visitor market demands, several tables were prepared. Visitor attractions and areas of hotels/motels are cross-listed in Table 10 with the MST route numbers indicated where direct service is provided between any of these points of interest.

FIGURE 4
1987 EXISTING MST
TRANSIT ROUTES





NOTICE OF Public Hearing Bus Service

FIGURE 3

MST
SCHEDULE IMPROVEMENT

The Monterey-Salinas Transit Board of Directors will consider modifications to bus service at public hearings to be held on September 14, 1987, at Monterey City Hall Council Chambers, Madison and Pacific at 9:30am and on September 10, 1987, at Salinas City Council Chambers, 200 Lincoln at 4:00pm.

The public hearings will provide an opportunity for interested persons to state their wishes regarding transit service. No routes are proposed for deletion, no fares are proposed to increase. Those persons unable to be present at the public hearings may submit written comments by September 11, 1987, to Patrice M. Goodchild, Planning/Marketing Officer, Monterey-Salinas Transit, One Ryan Ranch Road, Monterey, California 93940.

Shown below are the proposed service additions and route/schedule changes.

EVENING SERVICE: Hourly service between approximately 6:00pm and 11:00pm on the following routes:

1-ASILOMAR (extended to serve Lover's Point loop)
4-CARMEL VALLEY 7-MARINA 9-FREMONT-HILBY

14-PRESIDIO, 20-SALINAS via Manna,
28-WATSONVILLE via Castroville, 30-ALVIN DRIVE,
32-WEST LAUREL/SANTA RITA, and 40-DEL MONTE AVENUE.

1-ASILOMAR: Increase service to half-hourly Monday - Saturday.

4-CARMEL VALLEY: Increase service to half-hourly between Monterey and Carmel Rancho on Monday - Saturday. Provide direct transfer connections to lines 1 and 9 (Pacific Grove, Lighthouse Avenue, Fremont Street, Seaside).

6-KIMBALL: Re-route onto Highway One instead of Mark Thomas Drive. (Contingent upon line 10 re-routing).

9-FREMONT-HILBY: Increase service to half-hourly on Monday - Saturday.

10-FREMONT-ORD GROVE: Re-route to serve Mark Thomas Drive, Monterey County Courthouse and remove line 10 service from Yosemite between Ord Grove and San Pablo. Line 10 would proceed on Noche Buena instead of Yosemite.

12-MARINA: Discontinue service on Marina loops on Sunday. Service for Marina would continue to be provided by lines 7 and 20 on Sunday.

14-PRESIDIO: Consider re-routing line 14 on Sundays to include portions of line 15 (portions along Funston, Montecito, and David between Montecito and Forest).

28-WATSONVILLE via Castroville: Increase Sunday service to hourly. Re-route through Pajaro to remain on Salinas Road instead of San Juan.

29-WATSONVILLE via Prunedale: Re-route through Pajaro to remain on Salinas Road instead of San Juan.

30-ALVIN: Add new Sunday service between Northridge and Natividad Hospital.

32-WEST LAUREL: Add a 9:45am round trip on Sundays.

34-EAST ALISAL: On Sundays, re-route line 40 to serve Bardin, Dennis, Miami, and Paloma.

37-MEMORIAL HOSPITAL: Re-route off of a portion of Abbott to Brunken to serve the Salinas Valley Opportunity Workshop.

40-DEL MONTE AVENUE: On Sundays, re-route to serve Bardin, Dennis, Miami, and Paloma loop of line 34.



The Bus
Monterey-Salinas Transit

899-2556
424-7895

Table 11 indicates the approximate maximum wait (in minutes) at each of these locations for buses enroute to the cross-listed destinations. Table 9 lists the operating hours for those MST routes in the Monterey Peninsula area.

Several marketing techniques are currently used by MST to attract visitor riders. A "Points of Interest" brochure provides the visitor with a brief description of area attractions (including shopping, parks and beaches and points of interest) and indicates the applicable MST line. The brochure also provides a stylized map of the area which identifies the major attractions and hotels/motels which are served by MST. The availability of the DayPass is highlighted in the brochure as well.

Rider's Guides (bus schedules) are distributed to all area hotels and motels and should be available to visitors at the front desk. Rider's Guides are also available at all Chamber of Commerce Visitor Information Centers. A Big Sur route brochure is also available and is distributed at various hotels, establishments and state parks along the Big Sur coast. Advertisement targeted at the visitor is taken in the hotel/motel version of the Pacific Bell phone book.

A review of MST service characteristics (Tables 9, 10 & 11) reveals that MST service is designed primarily to meet the needs of local residents and may not meet the transportation needs of the average visitor to the area. Service appropriate for the visitor market is currently limited. Foremost has been the lack of night service and inadequate service frequency. However, substantial improvements in these two areas are expected when the MST trial service improvements are implemented in January, 1988.

Direct service between many visitor origins and destinations is provided through the interlining of routes but this can be difficult to ascertain from current MST schedules. In addition, there is currently no MST service to Pebble Beach/Del Monte Forest, a very popular visitor destination. Transfers between routes are sometimes necessary, and these may be inconvenient for the visitor depending on their origin, destination, and the day of the week. Also, on-street signage of routes and schedules is presently inadequate for visitors unfamiliar with the area and the MST system.

There has been much discussion concerning the MST vehicles themselves. The style of buses in the MST fleet, although appropriate for a transit system serving the area residents, may require cosmetic changes similar to those made to the FreeShuttle in order to be more identifiable and attractive to visitors. Proponents of visitor-oriented transit state that vehicles which are easily identified as visitor transportation, especially those designed specifically for tourists, will attract the greatest visitor ridership.

FreeShuttle

A FreeShuttle bus designed to serve visitors currently operates between the Custom House Garage, Spanish Plaza, Fisherman's Wharf and Cannery Row. The FreeShuttle is operated by MST under contract with the City of Monterey. The FreeShuttle operates from 9 a.m. to 10 p.m. on a loop with 15-minute headways. Service is provided seven days a week during the summer and on weekends and holidays the rest of the year. Parking revenues from the City of Monterey's East Custom House Garage and support from the Monterey Bay Aquarium are used to cover all operating expenses incurred by MST.

The marketing techniques used to encourage ridership on the FreeShuttle include directional signs on the street, the City of Monterey radio station, information enclosed in the Monterey Bay Aquarium's advance tickets sales brochure, and brochures distributed by the City of Monterey, MST, and the aquarium. In addition, FreeShuttle buses are emblazoned with the FreeShuttle logo and are easily identifiable to visitors.

The FreeShuttle is oriented almost exclusively toward visitor transportation. The FreeShuttle has been very successful and carries an average of 25,000 riders per month. August, the peak month for tourism, generates shuttle ridership of over 90,000 people. Additionally, survey results from the Monterey Bay Aquarium indicate that approximately 20% of the general admission patrons arrived via the FreeShuttle.

It should be noted that the FreeShuttle was designed specifically to relieve some of the traffic congestion and parking problems caused by the large number of visitors to the Monterey Bay Aquarium. Consequently, the service area of the FreeShuttle is quite limited and is connected with other MST routes only through paid transfers. This may discourage some visitors from continuing their travels on MST. In addition, the City of Monterey is constructing a large parking garage in the Cannery Row area which will be funded by future garage revenues. Upon completion of the new Cannery Row garage in late 1988, the FreeShuttle could be discontinued by the City of Monterey. However, a final decision on this matter is still pending.

Cannery Row Trolley

The "Cannery Row Trolley" is currently operated by the Pansini Corporation for the Monterey Plaza Parking Garage at 275 Cannery Row. The service was begun by the Cannery Row Foundation and was operated by them until October. A motorized San Francisco-style cable car operates in a loop around Cannery Row, from the Coast Guard Pier to the Monterey Bay Aquarium. One car is being used which operates over the 15 to 20 minute loop from 9:00 a.m. until 11:00 p.m.. The purpose of the "trolley" is to connect the

parking garage at 275 Cannery Row with the main Cannery Row attractions. However, the "trolley" serves other parking areas as well since the construction of the new Cannery Row Parking Garage has temporarily displaced approximately 260 parking spaces from the heart of Cannery Row to areas closer to the Coast Guard Pier.

The Cannery Row Foundation had distributed a media kit as one means of marketing this new system while they operated it. The "trolley" vehicle has been painted with the name of the original street railway company which operated between Pacific Grove and Monterey circa 1920. The trolley operated for one week without charging passengers as a promotion to generate interest and ridership. Fares for the trolley are now \$0.25 or \$1.00 to ride all day. Ridership on the trolley has been limited during the off-season primarily due to the availability of parking in central Cannery Row. Ridership totalled about 2600 in the period from November 7 to November 30, 1987.

Round Trip Sight-Seeing Tours

Several companies in the area have roundtrip sight-seeing permits from the Public Utilities Commission (PUC). This particular type of permit entitles the bearer to operate sight-seeing tours and to charge a per-person fare. The sole purpose of the trip must be sight-seeing, not transportation, and the trip must originate and culminate at the same location. Some of the companies contacted indicated that they also operated on a charter basis and that this in fact constituted the majority of their business.

One company operates a tour of Peninsula attractions, including the Naval Postgraduate School, Fisherman's Wharf, the adobes in downtown Monterey, Cannery Row, Carmel, and the Carmel Mission. This tour is operated daily and constitutes 10% of the company's business. Another company offers round-trip sight-seeing tours of Big Sur, Hearst Castle, and area wineries. These tours serve both residents and visitors alike. The Pebble Beach Company also possesses a P.U.C. round-trip sight-seeing permit but its services are available only to guests of the Lodge at Pebble Beach.

Marketing for these sightseeing tours is done primarily through area hotels and by word of mouth. Brochures, contact with travel agents and advertisements in visitor oriented magazines are also used.

Hotel Shuttles

Hotel shuttles are operated by several full service hotels in the area. At least ten 14-passenger vans and two limousines are used to transport hotel guests between their hotel, the airport and/or visitor attractions. These shuttles deposit and retrieve guests

at pre-arranged times and locations. The hours and frequency of service vary with demand and vehicle availability. Some of these hotels offer complimentary transportation while others charge a fee based on a per-passenger or hourly rate. The various hotel shuttle services are outlined in Table 2.

Guests of these hotels are informed of the availability of the shuttle by either the Concierge or the guest services directory found in their rooms. In general, these shuttles provide a very convenient mode of transportation for hotel guests and an effective alternative to the private automobile. However, relatively few hotels on the Monterey Peninsula and vicinity offer these shuttle services.

Chartered Tours

Many companies throughout California possess a PUC Charter- Party Carrier permit to operate chartered tours. The majority of these tour companies originate in the San Francisco Bay area with several also based in the Los Angeles area. Destinations within the Monterey Peninsula and vicinity are usually determined by the group chartering the vehicle but typically include the major Monterey attractions and Carmel. The Big Sur coast and Hearst Castle (in San Luis Obispo County) are popular destinations of charter tours as well. Overnight tour groups are often provided with scheduled transportation to and from dining areas, such as Carmel or Cannery Row, as part of the chartered tour.

Chartered tours are arranged in advance. The carrier charges the group collectively on a by-the-hour or by-the-mile basis. The charges may vary depending on the number of passengers but a charter party carrier is not permitted to charge a per person fare. Local charter party carriers are also utilized in conjunction with area conventions to provide excursion trips for attendees and/or their guests. Marketing for charter-party carriers and tour companies is almost exclusively through travel agents and yellow page advertisements.

Chartered tours serve organized groups of visitors very effectively. These tours are oriented towards larger groups of visitors and therefore can not accommodate the transportation needs of individuals or small groups.

Taxis & Limousines

There are four taxi companies on the Monterey Peninsula. Several of these companies are under the same ownership or management and each company operates in its own predetermined area. One company operates under contract to the military and serves authorized military installations.

There are several limousine companies which also provide transportation services in the area. The Monterey airport contracts with a limousine company to meet all flights and provide transportation for airline passengers. Other limousine companies also provide airport transportation upon request, however reservations are usually required.

Individual fares range from \$5.00 to \$25.00 per person. Marketing is done through newspapers, travel agents, Yellow Page advertisements, and an information counter at the airport. In addition, most hotels and motels have taxi and limousine information available at the front desk.

V.

POTENTIAL IMPROVEMENTS TO EXISTING
TRANSPORTATION SERVICES

In this chapter, specific improvements to local transportation services which will improve their responsiveness to the visitor/tourist market have been identified. These improvements are described briefly according to service type.

Fixed-Route Public Transit

Monterey-Salinas Transit (MST) is the fixed-route transit system for the Monterey Peninsula and vicinity. While MST is designed to serve primarily local residents, several existing routes also serve hotel/motel areas and visitor attractions. However, service and marketing improvements have been identified which could help increase visitor ridership. These potential service and marketing improvements are described below and in fact, several service improvements are already planned for implementation on a one-year trial basis beginning in January, 1988.

To improve service and encourage ridership, MST will be expanding its operation to provide night service until 11 p.m. as well as more frequent service on its most traveled routes starting in January 1988. Night service will operate hourly on existing routes number 1, 4, 7, 9, 14 and 20 on the peninsula serving Pacific Grove, Monterey, Seaside, Carmel, Carmel Valley, Marina and Salinas. More frequent service (1/2 hour or less) will operate on lines 1, 4 and 9 serving Monterey, Pacific Grove, Seaside, Carmel and Carmel Valley. Most of these routes already serve major hotel/motel areas and some visitor attractions.

The above improvements should make MST more attractive and convenient for visitors and will allow greater flexibility in visitor sightseeing schedules. Night service, especially between restaurant areas and hotel concentrations, will allow more visitors to use public transit for their evening activities. The increased frequency of service will further improve the attractiveness of MST to visitors. However, more frequent service such as every 1/2 hour at night and every 15 minutes during the day would be even more effective at generating visitor ridership. These further service improvements should be considered, perhaps seasonally, if justified by increased ridership or demand.

Further improvements to MST's service involve providing more direct (no transfer) service between various visitor attractions. While some direct service is now available through the the interlining of routes, this is difficult to determine from existing MST schedules. A schedule revision which clearly identifies route interlining may satisfy much of the need for identifying existing direct service for visitors. In addition, services to the airport and other County visitor destinations could be highlighted.

Public Transit Marketing

The most significant potential improvement for the current MST system involves increased marketing targeted at the visitor sector. Information regarding available services and visitor routes should be made more readily available to these potential riders with the cooperation of the hospitality industry. Easy to understand on-street route and schedule information at key "visitor" bus stops needs to be provided as well as attractive brochures and maps identifying MST routes of interest to visitors. A new brochure and map or a revision of the existing "Points of Interest" brochure should be considered. This new or revised information should also identify service to other County visitor destinations as appropriate. MST is currently implementing a general bus stop improvement program which includes enhanced transit information and signage at numerous locations. Although this effort is not directed towards visitors specifically, it will improve the current situation until more visitor-oriented improvements can be made.

Increased use of the MST day pass by visitors through promotion and/or bulk purchases by hotels and motels may be one means of improving visitor ridership levels. Visitors responding to recent surveys have indicated that they would consider using public transit if a low cost day pass were available. This indicates a lack of knowledge about the availability of the day pass among the visitor population. MST could offer significant discounts to hotels and motels for bulk purchases of day passes for use by their guests. The remaining costs could either be paid by guests or shared by the hotel and the local jurisdiction. This idea should be discussed in more detail as part of any funding formula developed as part of a Phase II report on implementation of the visitor transportation system.

Marketing improvements at the Monterey Peninsula Airport have been needed for some time to identify alternatives to the automobile to incoming visitors. The marketing improvements could include a prominent display of the visitor transportation network or even a visitor information center. The cooperation of the Airport District will be necessary to implement any expanded marketing program. Improved or more frequent public transit service to the airport is also needed but is difficult to implement due to frequently changing flight schedules, smaller aircraft and the lack of significant peaks in arrivals and departures. The airport is presently served by MST at one-hour intervals by line 21.

Cannery Row FreeShuttle

The Cannery Row FreeShuttle is currently very successful at serving a portion of the visitor market. The shuttle's capability for serving visitors could be further enhanced by expanding its service area. The existing shuttle route connects the downtown

Monterey parking garages and Fisherman's Wharf with Cannery Row and the Aquarium. Shuttle service could also be extended to other popular visitor attractions, especially downtown Carmel and potentially the Crossroads/Barnyard shopping areas. Such a major extension of the existing service would likely require alternative revenue sources to cover the additional operating costs.

These new revenue sources could include passenger fares and/or contracts with merchant associations or local agencies. It should be noted that funding for the current FreeShuttle is scheduled to be discontinued upon completion of the Cannery Row Parking Garage in late 1988. This may require alternative funding sources if the shuttle is to continue even in its present capacity.

Cannery Row Trolley

The Cannery Row Trolley has been serving visitors to the Cannery Row area for several months but has had some operating/funding difficulties. Improved marketing, signage and coordination with other existing and proposed visitor transit systems could help to increase the number of visitors served by this localized trolley service. In addition, consideration should be given to extending the trolley's service area to Fisherman's Wharf and downtown Monterey in the event that the FreeShuttle is discontinued in the future.

Round Trip Sight-Seeing Tours

The potential for increased visitor utilization of roundtrip sightseeing tours is dependent on market demand and the interest of private businesses to enter the field. An effective information/marketing campaign designed to inform visitors of available sightseeing services may greatly increase the market share of these services. The more effective the marketing, the greater the demand for the service and the greater the number of visitors which could be served.

Hotel Shuttles

Existing hotel shuttles are well used within the Monterey Peninsula region. This generally indicates a willingness among visitors to use alternate modes of transportation. While this form of visitor transportation is attractive, it can serve only a limited number of visitors and is restricted to hotel guests. Therefore, hotels may be able to supplement their own shuttle services through coordination with other existing and proposed visitor transportation services. This coordination would improve the efficiency of all systems and provide visitors with

alternative transportation in the event that their particular hotel shuttle is already booked or will not serve their particular destinations.

Further coordination is also possible between neighboring hotels. This could include an open end lease between several hotels to share the operational costs of a shuttle system, or by jointly contracting with a private tour company to serve their hotels and other designated points of interest. Such a consolidation of services would be capable of serving more visitors at a lower cost to the hotels.

Chartered Tours

Chartered tours serve a small portion of the visitor sector very effectively. These tours are typically oriented towards the larger, organized groups of visitors and are not designed to serve the transportation needs of small groups or individuals.

Local charter tour companies could increase the efficiency of the overall visitor transportation system, and possibly generate new business, by coordinating with the hotel and motel industry to provide shuttle/sightseeing tours for groups of hotel guests on a regularly scheduled basis. (See above, Hotel Shuttles.)

Seventeen Mile Drive Toll Charges

The Pebble Beach Company owns and maintains the scenic 17-Mile Drive, a very popular visitor attraction. Maintenance costs are funded through tolls charged to both private autos and tour buses. Autos are charged \$5.00 while tour buses must pay \$2.50 per passenger. These toll charges create problems for existing and potential visitor transportation as it substantially increases the passenger fares and could discourage ridership.

A reduction of the per passenger fee for visitor transit system vehicles would likely encourage ridership. However, the Company is concerned about waiving or reducing the toll charges for visitor transit system vehicles because all other sight-seeing tours would have to be treated equally and revenue necessary for maintenance would be lost. However, the Company remains open to discussions regarding implementation of the visitor serving transit system.

In this chapter, potential new visitor routes and services were considered in addition to the improvements to existing services described in the preceding section.

Potential New Routes

Potential visitor transit routes which would serve hotel concentrations and visitor attractions throughout the study area are shown in the appendix in Figures 6 through 13. All but two of these potential new routes basically follow an existing MST route. At the present time, these routes are generally inadequate to serve many visitor needs due to the lack of night service or the lack of frequent service. However, once the trial service improvements planned by MST are implemented in January 1988, these inadequacies will be eliminated for the most part. This results in the need for only two potential new routes (routes #1 & 2) to serve visitor needs not covered by the expanded MST services.

A question remains however, regarding whether the MST service improvements will continue after the trial period. Therefore, all proposed routes identified in this report will remain as alternatives. This will ensure adequate visitor service in the event that MST must reduce service after the trial period. Should MST decide to reduce service back to current levels following the trial period, it is expected that supplemental actions to increase service frequency and provide night service would then be studied further. Those potential visitor transit routes which would be capable of replacing the service provided by MST's trial improvements (routes #3 through #8) are summarized in Table 12 in the appendix.

Potential routes #1 and #2 are the only new routes that appear necessary at this time due to the trial service improvements to be implemented by MST in January, 1988. Therefore, only these two routes were analyzed in detail in regards to cost and revenue. The cost/revenue analysis for both potential route #1 (Cannery Row-Carmel shuttle) and potential route #2 (Monterey-Carmel via 17 Mile Drive) was performed using MST's 1986/87 cost per operating hour figure of \$42.72. The completed cost/revenue analyses are provided in Figures 14 and 15 on pages 28-31.

Potential New Route Cost Estimates

The general analysis for all potential routes began by identifying the route which would serve the most visitors and recording the time and travel distance for each. Using 1986/87 operating expense figures from MST, the operating costs for each route were estimated on a cost per operating hour (\$42.72) basis

FIGURE 14
COST/REVENUE ANALYSIS

ROUTE 1 : CANNERY ROW - CARMEL

Route Specifics:

- * Cost = \$42.72 per operating hour
- * Roundtrip Time = 80 minutes
- * Cycle Time = 90 minutes
- * Operating Hours: 9:00 am to 11:00 pm (14 hours)
- * Operating Seasons:
 - Peak Season - 120 days total
 - Off-Peak Season (Weekends Only) - 70 days total
- * Headways:
 - A. Peak Season
 - 1. 9:00 am - 8:00 pm = 15 minutes
 - 2. 8:00 pm - 11:00 pm = 20 minutes
 - B. Off-Peak Season (Weekends Only)
 - 1. 9:00 am - 8:00 pm = 20 minutes
 - 2. 8:00 pm - 11:00 pm = 30 minutes
- * Bus and Driver Requirements:
 - A. Peak Season
 - 1. 9 am-8 pm: 7 buses and drivers (one for maintenance)
 - 2. 8 pm-11 pm: 6 buses and drivers (one for maintenance)
 - B. Off-Peak Season (Weekends Only)
 - 1. 9 am-8 pm: 6 buses and drivers (one for maintenance)
 - 2. 8 pm-11 pm: 4 buses and drivers (one for maintenance)

Peak Season

- * 9:00 am - 8:00 pm
6 buses x 11 hours/day = 66 bus-hours/day
66 bus-hours/day x 120 days = 7,920 bus-hours
7,920 bus-hours x \$42.72/operating hour = \$338,342
- * 8:00 pm - 11:00 pm
5 buses x 3 hours/day = 15 bus-hours/day
15 bus-hours/day x 120 days = 1,800 bus-hours
1,800 bus-hours x \$42.72/operating hour = \$76,896
- * 9:00 am - 11:00 pm
\$338,342 + \$76,896 = \$415,238

Continued . . .

Off-Peak Season (Weekends Only)

- * 9:00 am - 8:00 pm
5 buses x 11 hours/day = 55 bus-hours/day
55 bus-hours/day x 70 days = 3,850 bus-hours
3,850 bus-hours x \$42.72/operating hour = \$164,472
- * 8:00 pm - 11:00 pm
3 buses x 3 hours/day = 9 bus-hours/day
9 bus-hours/day x 70 days = 630 bus-hours
630 bus-hours x \$42.72/operating hour = \$26,914
- * 9:00 am - 11:00 pm
\$164,472 + \$26,914 = \$191,386

Yearly Cost

- * Peak Season = \$415,238
- * Off-Peak Season = \$191,386
- * Total = \$606,624

Annual Ridership (excludes one hour of operation time due to dead time - assumes 25 passengers/bus)

- * Peak Season (9 am - 8 pm)
4 buses/hr on 15 minute headways
4 buses/hr x 25 passengers/bus = 100 passengers/hr
100 passengers/hr x 10.5 hours = 1,050 passengers/day
1,050 passengers/day x 120 days = 126,000 passengers
- * Peak Season (8 pm - 11 pm)
3 buses/hr on 20 minute headways
3 buses/hr x 25 passengers/bus = 75 passengers/hr
75 passengers/hr x 2.5 hours = 188 passengers/day
188 passengers/day x 120 days = 22,560 passengers
- * Peak Season (9:00 am - 11:00 pm)
126,000 + 22,560 = 148,560 passengers
- * Off-Peak Season (9 am - 8 pm)
3 buses/hr on 20 minute headways
3 buses/hr x 25 passengers/bus = 75 passengers/hr
75 passengers/hr x 10.5 hours = 788 passengers/day
788 passengers/day x 70 days = 55,160 passengers
- * Off-Peak Season (8 pm - 11 pm)
2 buses/hr on 30 minute headways
2 buses/hr x 25 passengers/bus = 50 passengers/hr
50 passengers/hr x 2.5 hours = 125 passengers/day
125 passengers/day x 70 days = 8,750 passengers
- * Off-Peak Season (9:00 am - 11:00 pm)
55,160 + 8,750 = 63,910 passengers

Continued . . .

Annual Passenger Revenues (assumes 25 passengers per bus)

* Peak Service (120 days/yr):		Profit/Deficit
\$1.00 fare = \$ 148,560	(cost = \$415,238)	(\$266,678)
\$2.00 fare = \$ 297,120	(cost = \$415,238)	(\$118,118)
\$3.00 fare = \$ 445,680	(cost = \$415,238)	\$ 30,442
* Off-Peak Service (70 days/yr):		Profit/Deficit
\$1.00 fare = \$ 63,910	(cost = \$191,386)	(\$127,476)
\$2.00 fare = \$127,820	(cost = \$191,386)	(\$ 63,566)
\$3.00 fare = \$191,730	(cost = \$191,386)	\$ 344
* Peak and Off-Peak Service (190 days/yr):		
\$1.00 fare = \$212,470	(cost = \$606,624)	(\$394,154)
\$2.00 fare = \$424,940	(cost = \$606,624)	(\$181,684)
\$3.00 fare = \$637,410	(cost = \$606,624)	\$ 30,786

Note: Annual passenger revenue assumes an elasticity of zero because an elasticity factor for this type of specialized transportation would be difficult to determine at this time.

FIGURE 15

COST/REVENUE ANALYSIS

ROUTE 2 : MONTEREY - CARMEL (VIA 17-MILE DRIVE)

Route Specifics

- * Cost = \$42.72 per operating hour
- * Four (4) one-way trips per day
- * Two (2) hours per one-way trip
- * Operating Hours: 8 hours/day
- * Operating Seasons:
Peak Season - 120 days total
Off-Peak Season (Weekends Only) - 70 days total
- * Bus and Driver Requirements:
Peak and Off-Peak Season: 1 bus and driver

Operating Costs

- * Peak Season (120 days)
8 hrs/day x 1 bus x \$42.72/operating hour = \$342/day
\$342/day x 120 days = \$ 41,040
- * Off-Peak Season (70 days)
8 hrs/day x 1 bus x \$42.72/operating hour = \$342/day
\$342/day x 70 days = \$ 23,940
- * Peak and Off-Peak Season (190 days)
\$41,040 + \$23,940 = \$64,980

Annual Passenger Revenues 100 passengers/day or 25/bus

*	Peak Service (120 days/yr)		Profit/Deficit
	\$2.00 fare = \$24,000	(cost=\$41,040)	(\$17,040)
	\$5.00 fare = \$60,000	(cost=\$41,040)	\$18,960
*	Off-Peak Service (70 days/yr)		Profit/Deficit
	\$2.00 fare = \$14,000	(cost=\$23,940)	(\$ 9,940)
	\$5.00 fare = \$35,000	(cost=\$23,940)	\$11,060
*	Peak and Off-Peak Service (190 days/yr)		
	\$2.00 fare = \$38,000	(cost= \$64,980)	(\$ 26,980)
	\$5.00 fare = \$95,000	(cost= \$64,980)	\$30,020
	\$6.00 fare = \$114,000	(cost= \$64,980)	\$49,020

Note: Route price does not include \$2.50/passenger gate fee.
However, profit on a \$6.00 fare, with 19,000 passengers/yr covers a \$2.50 gate fee with an excess of \$1,520/year:
 \$49,020/19,000 passengers = \$2.58 profit/passenger
 \$2.58 profit/pass. - \$2.50/pass. gate fee = .08 profit/pass
 \$0.08 profit/pass. x 19,000 pass./yr = \$1,520

as shown in Table 13 in the appendix. The MST operating cost figures were used because they are the best and most recent available in the Monterey Peninsula area. However, these costs are the fully allocated costs for MST and include all administrative and other non-capital costs. Therefore, the actual direct operating costs of specific routes and services will be lower. Potential route # 1, the Cannery Row-Carmel shuttle, is estimated to cost approximately \$606,624 if operated a total of 190 days per year (120 days peak season and 70 days off-peak weekends). Potential route # 2, the Monterey- Carmel sightseeing route, is estimated to cost about \$64,934 if operated everyday during the peak season and on weekends only during the off-peak season (190 days total).

It is expected that the lowest possible cost for visitor transportation services will be realized through the competitive bidding process. This bidding process involves both public and private transportation providers and is required by UMTA whenever new or expanded service is proposed by a public transit operator. Any new visitor transit routes recommended within this report will be competitively bid.

Potential New Route Ridership Estimates

To determine the effectiveness of each potential visitor route, the number of riders expected to patronize the system was estimated. First, the number of visitors with direct access to each route was determined using inventories of hotel and motel rooms and off-street parking facilities shown in the appendix on Table 14. The number of off-street parking spaces was used to estimate the number of day visitors to the area.

The typical percentage of rooms and parking spaces which are occupied during both the off-season weekdays and peak-season weekends established the low and high estimates of visitors along each route. The average number of persons per room and persons per parking space were applied to the room and parking lot occupancy figures to estimate the number of visitors. These are shown in Table 15 in the appendix. Additional potential ridership from local residents was not considered in these ridership estimates because their transportation needs and desires vary considerably from those of visitors.

This process yielded the potential maximum number of visitors along each proposed route. To determine the number of visitors who would be expected to patronize a visitor transit system, 20% of the potential maximum number of visitors was used. This figure was derived from Monterey Bay Aquarium statistics which consistently indicate that 20% of their general admission patrons utilize the FreeShuttle. However, the expected ridership could be substantially higher based upon the results of the Monterey Peninsula Origin and Destination Survey in which 65% of the visitors who responded indicated that they would be willing to utilize a visitor oriented shuttle system (Table 5, pg. 10).

The potential ridership was highest on routes serving the major hotel concentrations of Carmel, Munras Avenue, downtown Monterey, Cannery Row and the Asilomar area. Routes serving Carmel Valley and Big Sur had the lowest potential for visitor ridership. The actual number of visitors expected to utilize each route is indicated in Table 15 in the appendix. Using the expected ridership estimate, the cost per passenger for each route was calculated and is shown in the appendix in Table 16.

The actual physical carrying capacity of each route was not considered since additional capacity could be added as needed by placing more buses into service. However, a lack of additional buses to increase the carrying capacity along a particular route could limit the number of visitors served.

New Services

Potential new visitor services were identified as having a good potential for improving the overall visitor transportation situation. These new services primarily involve improved marketing efforts directed toward the visitor sector.

As mentioned previously in this report, the marketing of existing and new visitor transportation services is an area in need of substantial improvement. Any new marketing program would be coordinated with existing MST marketing activities so as to not duplicate efforts and to utilize existing resources efficiently. Improvements in this area would be intended to advise visitors of the availability of alternatives to their private automobile.

The marketing program was envisioned as containing the following primary elements:

- * Improved on-street signage including route and schedule information,
- * Visitor transit system logo and/or slogan,
- * A comprehensive visitor-oriented brochure and map of the visitor transportation network, including both public and private operators,
- * Promotion and advertising through appropriate visitor media, and
- * Improved distribution of visitor transportation services information through Chambers of Commerce, the hospitality industry, visitor information centers and the Monterey Peninsula airport.

A comprehensive marketing program could be enhanced through the development of visitor information centers in outlying locations along the primary entry routes to the peninsula and at major visitor attractions. The outlying locations would serve to capture primarily day visitors before they reached the peninsula in an effort to advise them of the availability of visitor transportation system. The locations would preferably be adjacent to a visitor transportation system route and would have a substantial amount of parking available to allow visitors to park and ride the visitor transportation system. The centers at major visitor attractions would be able to provide useful information in areas with large concentrations of visitors.

These visitor centers should be a cooperative effort between local agencies, Chambers of Commerce and the hospitality industry. Staffing could be done on a volunteer basis as part of the cooperative effort to keep operating costs down.

It is not expected that funding will be available to construct new parking areas of sufficient size to result in major improvements to the existing parking and traffic congestion problems. However, some parking should be provided to accomodate those persons willing to ride the visitor transportation system. Therefore, it would seem most practical to establish the information centers in existing large commercial parking areas and have these information centers promote use of the visitor transit network as part of disseminating general visitor information.

Visitors would be encouraged to park at existing locations or their hotel/motel and ride the visitor transportation system to their destinations. Visitors would also be given specific visitor transportation system marketing materials at these visitor centers. It may be most efficient to consolidate the existing visitor centers located throughout the peninsula within these more comprehensive centers.

Several potential sites exist along the major access routes to the Peninsula that have, or may have, substantial off-street parking available. These sites are shown in Figure 3 on page 13 and include the Monterey Peninsula Airport, Ryan Ranch Industrial Park, Laguna Seca, Crossroads/Barnyard shopping areas in Carmel, Del Monte Center in Monterey, Roberts Lake area in Seaside, and the Reservation Road/Hwy. 1 area in Marina. Other possible center locations would be at major visitor attractions such as Cannery Row, Fisherman's Wharf and downtown Carmel.

VII.

FUNDING

Funding options for local public transit systems have become increasingly limited over the last several years for the following reasons:

- * Reductions in direct federal transit assistance;
- * New limitations on the use of federally supported operating assistance and capital purchases, primarily affecting charter and special event services;
- * Reductions in federal discretionary and demonstration project programs;
- * Elimination of State Transit Assistance;
- * Increasing pressure to utilize local transportation funds for street and road purposes instead of transit related projects.

In response to the above factors, local funding sources and private sector transportation providers have become increasingly important whenever new or expanded public transit services are considered. It appears that this may also be the case with the proposed visitor transit system. Therefore, these two areas will be considered as potential funding sources for this program together with the more traditional federal and state transit funding sources.

The types of funding available will vary greatly depending upon whether the system is operated by a public or private provider. Private operators are typically not eligible for federal or state operating or capital assistance and therefore must rely solely on passenger fares, contract revenues, advertising, charters and special amenities (food & beverages) to meet operating and capital expenses. In contrast, public operators are eligible for both operating and capital assistance when operating a system within applicable federal and state regulations. However, public operators also have limitations and restrictions in the areas of outside revenues, charters, labor rules and fare structures (public accountability and acceptance).

The recommended alternative for the visitor-oriented transit service involves extensive use of existing Monterey-Salinas Transit (MST) routes (with some minor changes) to serve most areas on the Peninsula. The majority of these services would be funded by MST using existing revenue sources. It is hoped that increased ridership from the visitor sector would improve farebox recovery and thereby help support MST's overall system. However, private transportation providers may be providing some, if not all of the visitor transit services. In that case, excess revenues would become profits for the provider.

Non-traditional transportation revenue sources were also examined so that all available options would be identified. While being proven revenue generators, several of these sources are not expected to be available to fund or subsidize a visitor transit system. This particularly pertains to parking revenues and transient occupancy taxes which are already committed to fund other programs and projects. Identification of these revenue sources in this report in no way implies that funds are or will be available to support a visitor transit system.

Full Farebox Recovery

Full recovery of all operating and capital costs from passenger fares is by far the simplest funding option available. However, it is also the least stable funding source because high ridership volumes must be attracted and maintained in order to keep the system operating. Seasonal and daily fluctuations in ridership could endanger the operation of the entire system. Routes would generally have to be limited to only the most popular areas to maintain high ridership. In addition, fares would probably have to be fairly high which could deter potential riders.

Public and Private Contract Revenue

Contracts are often used to fund transportation services, most commonly for shuttles and special events. This is the case with the Cannery Row FreeShuttle in Monterey, the Capitola and Santa Cruz beach shuttles in Santa Cruz County, and special event services provided by Monterey - Salinas Transit. Contracts can be developed with local governments and/or private business organizations. Advertising contracts are also included within this general category. Contracts can cover all or portions of the cost of the transportation services and can be supplemented with farebox revenues and revenues from special services. It is anticipated that this funding mechanism would be an important component of the visitor transit system.

Contracts carry with them inherent administrative costs to develop and implement. However, the operator can generally count on a stable revenue source even when ridership is low and the system does not have to be limited to only a few high ridership routes. Contracts can be based upon maintaining minimal ridership volumes in order to keep the system efficient. Contract negotiations, however, can be lengthy and expensive.

Federal Discretionary Funding / Demonstration Project

The Federal Urban Mass Transportation Administration (UMTA) has a limited amount of discretionary funding available to finance special programs and projects. Projects developed with discretionary funding generally must further the goals of UMTA

and attempt to address a special need or service that would not otherwise be satisfied. Discretionary funding is allocated on a case-by-case basis depending on the project and area needs.

Limited funding may also be available to undertake a demonstration project. Demonstration projects attempt to show how new and innovative techniques or programs can increase transit ridership. This funding source is only available to public transit operators and is allocated on a case-by-case basis. Demonstration projects are generally much more involved than projects funded by discretionary funds because of the innovative nature of the project. Furthermore, the application involves a detailed service proposal and cost analysis and the on-going administrative costs are usually much higher. However, much of the necessary support material for this type of application is contained within this report. Competition between applicants for both discretionary and demonstration project grants is usually intense.

In this particular case, it appears that a marketing program directed at peninsula visitors has the greatest potential for funding with UMTA discretionary funds. However, a final decision on the type of funding to pursue should be reserved until UMTA reviews the draft report and comments on the type of funding which they feel is appropriate. This marketing effort would promote existing public and private transportation services to visitor attractions and motel areas. No direct operating assistance is anticipated but limited capital expenditures, such as for on-street signage and route information, could be funded. Advertising by local merchants in a brochure and map developed for visitors could help supplement the grant funding as well as support the continuation of the program if grant funds were not available in the future.

The Association of Monterey Bay Area Governments (AMBAG) appears best suited to be the applicant for a discretionary project grant to fund the comprehensive marketing program and would administer the grant if approved. This is because the marketing program will require much inter-governmental and public-private sector cooperation to be successfully implemented. The amount of the grant could vary from \$20,000 to \$40,000 or more for the marketing program which might cover such expenses as Marketing Committee staffing, capital purchases, printing, advertising, administration, clerical support, follow-up studies and surveys to determine program effectiveness, and consultant services if necessary.

In the event that UMTA staff feels that direct operating or significant capital assistance for new or expanded visitor transportation services is also fundable, Monterey-Salinas Transit (MST) appears best suited to apply for and administer the grant for that portion of the program. The grant funds could be used to operate direct visitor service, such as the Cannery Row - Carmel shuttle, or to supplement existing funding on current

routes on which visitors make up a substantial percentage of the ridership. These funds could also be used to fund service provided by private transportation companies under contract with MST. It may be that \$350,000 or more could be provided by UMTA depending upon the extent of the program proposed for funding assistance, private sector involvement, and the total amount of funds available.

Local Tax

A movement is currently underway to build support for a local tax increase to finance transportation improvements throughout Monterey County. The two primary types of tax identified for possible increase are the sales tax and the gasoline tax. Any tax increase will require voter approval and would allocate the funds for specific transportation improvements as identified on the ballot. It is possible that certain percentages of these new revenues would be allocated to the Cities and MST respectively. However, the amount, if any, has not been determined and will not be available until approved by voters. This potential revenue source could be substantial depending on the type and amount of the tax increase and a portion could be used to support the visitor transit system at the discretion of the recipients. This support could be direct operating assistance or for an on-going marketing and promotional campaign for visitor transportation.

OTHER REVENUE GENERATORS

Parking Fees

Parking fees are often used to boost transit ridership by creating a disincentive to using the automobile. Parking revenues can also be used to directly support transportation services such as in the case of the Cannery Row FreeShuttle. However, local agency representatives have indicated that all parking revenues in the peninsula area are committed to enforcements and other projects and programs. In addition, increasing parking fees can be politically sensitive since the higher fees would apply to local residents as well. Higher fees are also considered by many merchants to discourage business, especially from local customers.

Parking fees, therefore, do not represent an acceptable revenue source at this time and will not be reviewed further. However, should excess parking revenues become available in the future, consideration should be given to supporting transit services for both residents and visitors.

Hotel / Motel Bed Tax

Transient occupancy taxes have proven to be a significant revenue generator in areas with large numbers of visitors. This type of tax is generally considered favorably by local residents and political leaders because of its limited effect on the local electorate. However, tax increases can be considered discouraging by visitors who may feel that they are bearing a disproportionate share of the local tax burden. This can often be remedied if a portion of the bed tax revenues are returned to fund visitor-related services. The proposed visitor transportation system appears to be an appropriate program through which any excess visitor generated revenues could be returned into visitor services.

While it is clear that the hotel/motel bed tax generates substantial revenue on the Monterey Peninsula, the availability of these funds is in question. Local agency representatives on the technical advisory committee have indicated that current revenues are fully allocated to existing programs and that this is not a viable revenue source at this time. However, the visitor transportation system should be considered as a program worthy of funding from bedtax revenues.

Conclusions

Several funding sources are available to support a visitor-oriented transit system and/or marketing program. These funding sources are generally applicable to both private and public transit operators with the exception of UMTA grant funding which must be channeled through an eligible recipient (AMBAG or MST) to the private sector operator.

The recommended alternative emphasizes the use of existing and expanded MST service funded from current sources for the majority of the visitor transportation network. This includes continuation of the trial service improvements (night service and more frequent service) to be implemented in January 1988, implementation of the Cannery Row-Carmel visitor shuttle, and maintenance current service levels on other existing routes. Current funding sources for these services include UMTA operating assistance, local Transportation Development Act funds and passenger fares.

The proposed marketing program and visitor information centers would involve both public and private transportation providers, AMBAG, local governments and the hospitality industry and would include comprehensive brochures, maps and other marketing techniques. These marketing activities would likely be financed by an UMTA discretionary or demonstration project grant, cooperative agreements with local business groups or Chambers of Commerce, advertising revenues, local government support, or by a combination of several sources.

Any portion of the system operated by a private provider could be funded with passenger fares, special amenities (food & drink), contractual arrangements with MST or private organizations or a combination of methods. Advertising by local merchants also has a good potential to supplement other funding sources for both private and public operators.

The possibility of a local tax of some kind to finance transportation improvements throughout Monterey County may result in new revenue which could be used to help finance visitor transportation services. This revenue source would be available only if local governments or MST were willing to allocate a portion of their share to the program. However, the funds could be put to use in the area of most need at the time, be it operating assistance, supplemental contract service or an on-going marketing campaign.

Recommendations

Recommendations for funding are contained in Section VIII, "Conclusions and Recommendations."

In this chapter the study recommendations for new transportation and marketing services are described as well as possible funding alternatives. In addition, those issues related to implementation of the system which could not be fully resolved in this study are identified.

Transportation Services

Since the initiation of this study, MST has begun to implement improved service along several of its most traveled routes as shown in Figure 5 on page 18. These service improvements include more frequent service (1/2 hour or less) on lines 1, 4 and 9 as well as night service every hour until 11:00 p.m. on lines 1, 4, 7, 9, 14 and 20. These improvements will serve Pacific Grove, Seaside, Monterey, Carmel, Carmel Valley and Marina and are being carried out on a one year trial basis beginning in January, 1988.

There were several alternative visitor transportation routes identified through this study which proposed similar services to existing and expanded MST service. These alternative routes (#3 to #8) are not being recommended for implementation at this time because they would duplicate existing and expanded MST service.

Route #3 (Monterey-Carmel) is covered by existing MST lines 4, 5 and 22. Route #4 (Monterey-Carmel-Crossroads) serves the same area as MST lines 4, 5 and 22. Route #5 (Monterey-Pacific Grove) parallels service provided by MST lines 1 and 2. Route #6 (Crossroads-Carmel Valley) is presently covered by MST line 4. Route #7 (Crossroads-Big Sur) is served by MST line 22 during spring and summer. Route #8 (Monterey-Fremont St./Del Monte Ave.) duplicates existing MST lines 6, 7, 8, 9, 10, 12 and 20.

Due to the fact that the improved MST services are being implemented on a one year trial basis, some question remains as to whether or not the service improvements will continue after the trial period. Therefore, all potential visitor routes will remain as part of the overall visitor transportation network and may need to be implemented in the event that MST reduces their service levels after the end of the trial period. Furthermore, the alternative routes (#3 to #8) identify the areas most in need of service and may be useful in structuring supplemental service to MST if their service cannot be operated with sufficient frequency or late enough into the night to meet visitor market demands.

Therefore, the primary service related recommendation of this report is that MST continue to operate the higher level of service initiated in January after the conclusion of the trial period. This will provide at least moderate coverage on six of the eight identified visitor routes and also some coverage along the Cannery Row to Carmel corridor.

In addition to the primary service related recommendation provided above, two new visitor transportation routes are recommended. The first of these new routes is direct service between Cannery Row and the Barnyard/Crossroads area via Fishermans Wharf, downtown Monterey and Carmel. This line is called the Cannery Row - Carmel shuttle and would connect major visitor attractions, public parking facilities, and numerous hotels and motels along the route. This service was envisioned as an extension of existing MST line #16, the Cannery Row FreeShuttle. This shuttle service appears best suited for operation by MST. However, this line would likely become a regular fare route or could be operated by a private transportation provider under contract to MST.

The Cannery Row - Carmel shuttle service would be convenient for visitors who may be unfamiliar with the area, since transfers and bus changes would not be necessary. The route would operate with 20 minute (or less) headways during the peak season and 30 minute (or less) headways the rest of the year. The specifics of this route are shown in Figure 14 on pages 28-30. The lesser headways would be more attractive to visitors and should be implemented if demand and funding permit. It is estimated that at least 2000 to 3000 visitors would ride this shuttle each day. Actual demand may be substantially greater based upon the opinion question responses from the recent Monterey Peninsula Origin & Destination Study and the potential ridership estimates shown in the appendix in Table 15.

The other recommended new route is a sightseeing trip between Monterey and Carmel via the scenic Del Monte Forest and Seventeen Mile Drive. This line is not intended to provide public transportation, but rather is a sight-seeing trip designed to provide those visitors who rely on or prefer transit an opportunity to visit these very popular visitor attractions. Service would consist of either four one-way trips or four loop trips per day from Monterey to Carmel which would take about 1 1/2 hours and would provide for lengthy stops at major attractions. The specifics of this route are shown in Figure 15 on page 31.

If one-way trips are used, it is expected that passengers would only ride in one direction and could return to their starting point via easy connections with other visitor transit lines in Carmel or Monterey. Coordination in making these connections will be critical in the event that the 17 Mile Drive sightseeing trip and the other visitor transportation routes are operated by different providers. If loop trips are used, passengers could simply stay on their bus to return to the origin. If passengers desired to leave the bus to shop or sightsee, they could return on a later bus on a space available basis or use another visitor transit line. In either case, it is recommended that these services be operated by the same provider if possible to ensure continuity of service and convenient return connections and transfers.

It is estimated that approximately 3500 visitors would be interested in this sightseeing trip daily. However, probably less than 200 persons per day could be served because of a limited number of buses. The passenger fares for this route would probably be higher in comparison to other visitor transit routes because gate fees are charged by the Pebble Beach Company. This route appears to be most appropriately operated by a private transportation provider at this time.

Marketing Services

In addition to establishing the two new visitor transit routes described above and continuing the MST trial service improvements, it is recommended that a comprehensive marketing program be developed to promote new and existing visitor transportation services, both public and private. Such a marketing program would inform visitors of available services and would encourage them to use alternatives to the private automobile. No direct financial support for individual marketing by service providers is proposed although any new marketing efforts will be coordinated with individual marketing activities to avoid confusion and duplication of effort.

Marketing techniques should include easy to read on-street signage of route and schedule information, visitor oriented maps depicting attractions and the related visitor transit routes, informational brochures, pre-convention information regarding visitor transit, announcements on the City of Monterey radio station, promotion by Chambers of Commerce, advertising through appropriate media and the creation and use of a high profile symbol identifying the visitor transit system.

The Monterey Peninsula Airport is a site in need of substantial improvement in regards to alternative transportation marketing. This might involve a prominent display of the visitor transportation network and/or the establishment of a visitor information center. The cooperation of the Airport District should be sought to implement this marketing effort as soon as possible and future expansion should be carried out as new routes and services become operational. Actual service improvements to the airport would be difficult to implement at this time due to frequent airline schedule changes and the lack of significant peaks in the number of arrivals and departures during the day.

Visitor Information Centers

The development of visitor information centers and related park & ride lots near the visitor transit lines is also needed and could encourage use of the system through high visibility and direct promotion. These information centers should be sited at the major entrance points to the peninsula, major visitor attractions or

existing commercial areas such as near Roberts Lake in Seaside, the Carmel Rancho - Crossroads area south of Carmel, on Highway 68 at the Airport, Ryan Ranch or Laguna Seca, Del Monte Center in Monterey, Cannery Row, Fisherman's Wharf, downtown Carmel or in Marina near Hwy. 1 and Reservation Road. Sites could be acquired through shared-use agreements with existing commercial centers or donations from public or private sources.

Due to the high cost of developing new parking areas near these centers, shared-use parking arrangements should be sought and/or visitors should be encouraged to park at existing parking garages when space is available. It may also be possible to acquire park and ride facilities when major State highway construction projects are developed, such as the Hatton Canyon freeway in Carmel or the widening of the Monterey-Salinas Highway. The proposed locations for the visitor information centers are shown in Figure 3 on page 13.

The visitor information centers should provide information on all visitor services and attractions throughout the County and would encourage people to park their car and ride the visitor transit system. Funding to construct and operate the centers could come from advertising, Chambers of Commerce, business associations, or local governments. Operating costs of the centers could be kept low through the use of volunteers. It is not likely that any federal funding that is provided for the direct marketing of the visitor transit system could be used to develop or operate these comprehensive visitor information centers.

Marketing Committee

The development of a comprehensive marketing system should be initiated through the creation of a Visitor Transportation Marketing Committee, composed of representatives of the participating cities, the hospitality industry, the hotel and motel industry, public and private transportation providers, merchant associations and other interested persons. If the proposed marketing system is to be developed using UMTA discretionary grant funds, AMBAG should be the grant applicant and could provide the necessary staffing and administrative support for the marketing committee with assistance from Monterey County, affected local agencies and MST.

Unresolved Issues and Future Actions

During the concluding stages of preparing this report, several issues were identified which were outside the scope of the study. These issues are primarily related to implementation of the proposed visitor transportation system and include the commitment of off-street parking, financing, detailed marketing plans, the level of participation of affected parties, and the operational details of the system. In order to address these issues

adequately, it has been suggested by several technical advisory committee members that a Phase II study be undertaken. Such a Phase II study would likely be performed only if sufficient interest is shown by the affected public and private entities in moving ahead with a visitor transportation system. The Lead Agency for a Phase II study is unknown at this time. Each of the unresolved issues is discussed briefly below. In addition, possible future actions to study and address these issues in a Phase II report are suggested.

The issue of the commitment of both public and private off-street parking for patrons of the proposed system has been discussed at length by the technical advisory committee members. This is important since much of the identified visitor transportation system ridership is based upon visitors parking their cars in these off-street lots and using the visitor transportation network. Local officials in charge of public off-street parking areas have stated that existing and future facilities are substantially committed to local permit and employee parking needs. In addition, private parking lot owners (such as in shopping centers) may be reluctant to allocate parking due to the perception that visitors will ride the system to other destinations. Therefore, more discussions and negotiations are needed with both public and private lot owners to determine the actual amount of off-street parking which could be committed to the visitor transportation system.

The level of participation by the many public and private groups involved in the visitor transportation system has yet to be defined in detail. This was especially evident by the varying level of participation on the technical advisory committee for this study by both public and private sector members. It is expected that the level of participation would become clear through the development of a detailed financing program. Affected agencies and groups could be expected to participate in the operation and monitoring of the system at a level commensurate with their financial support.

Detailed financing arrangements for the operation of the proposed system will require a substantial effort due to the number and variety of parties involved. Moreover, a large number of different funding sources exist. A funding formula appears to be the best method available to ensure an equitable sharing of the system costs. This funding formula would include all affected public and private entities and could be negotiated by the marketing committee. In-kind services should also be included as part of the funding formula. This issue is the most significant area to be addressed in a Phase II report.

The proposed marketing program for both public and private transportation services is preliminary at this time and will require substantial refinement prior to implementation. Of particular concern is that any new marketing efforts be compatible with the existing marketing programs operated by

various public and private transportation providers. This will help avoid a duplication of efforts or individual marketing styles. In addition, care must be taken to ensure an equitable promotion of all of the various service types. The assistance of a marketing professional during the development of a Phase II report could be very helpful.

The actual operation of the proposed visitor transportation system is the final unresolved issue. The system could ultimately involve private providers and MST. Coordination of the various operators will be needed to ensure consistent service, scheduling and performance. It is expected that the finalization of the various operational details will be one of the last tasks to be carried out through a Phase II study.

Identified below are several immediate and subsequent actions expected from affected parties as a result of this study:

IMMEDIATE ACTIONS:

- 1) The OEDC and staff review and consider the final study report,
- 2) MST implements their trial service improvements (night service and more frequent service) and considers the study recommendations for improved visitor marketing and promotion,
- 3) AMBAG distributes the final report to involved agencies, formally soliciting interest in implementation of the recommended actions.

SUBSEQUENT ACTIONS: (2 months or longer)

- 1) AMBAG considers the interest, expressed as a result of #3 above, from affected agencies and groups with respect to initiating a Phase II report addressing implementation issues,
- 2) MST continues their trial service improvements and refines as needed,
- 3) If considered appropriate, MST implements selected elements of the proposed marketing program, such as improved on-street signage and route and schedule information, to attract additional ridership from the visitor sector,
- 4) Prepare a Phase II report, if found appropriate.

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APPENDIX

TABLE 1

1987 EXISTING TRANSPORTATION
SERVICE INVENTORY

<u>PROVIDER</u>	<u>TYPE</u>	<u>VEHICLES</u>	<u>SERVICE</u>	<u>PROMOTION</u>
MST	Public Transit	52 Buses 33-41 seats	Service Includes Visitor Desti- nations	Schedules, Fliers, Media, Mailers, Yellow Pages
Bay Rapid Transit	Charter	12 Buses 47 seats luxury	Tourist Oriented; Usual Stops; Hotel/restaurant; Hours Vary	Brochures, Mailers, Newspaper, Radio
Sierra Valley Bus Lines	Charter	25 Buses 46 seats luxury	Usually Monterey Peninsula, Carmel/Local Destinations; Hours Vary	Travel Agents, Yellow pages
Discovery Tours	Charter	6 Buses 46 seats 4 Buses 26 seats 2 Vans 15 seats	75% Monterey Peninsula; Tours/Conven- tions	Travel Agents only, Yellow pages
Royalty Tours	Charter Groups	42 Buses 46 and 25 seats	Service On Demand; Usual Tour Destination; Advance Reser- vations	Travel Agents & other Company Fliers
Scenic Highways Tours	Charter	20 Buses 30 - 53 seats	Few Trips To Monterey Peninsula (S.F. Area)	Travel Agents & Contacts
California Parlor Cars	Indivi- duals or Groups	n.a.	From LA & SF; All Attractions; Hearst Castle, Big Sur and Monterey	Travel Agents, Call For Info
Sunshine Tours	Charter	2 Buses	Santa Cruz Area; Not Much Monterey Peninsula Business	Yellow Pages

<u>PROVIDER</u>	<u>TYPE</u>	<u>VEHICLES</u>	<u>SERVICE</u>	<u>PROMOTION</u>
Greyhound Bus Lines	Private Transit	6 Buses Daily	To/From San Francisco; See Schedule	Travel Agents, National Advertisers
Steinbeck Tours	90% Charter 10% R-T sight seeing	1 Bus 25 seats 2 Vans 8 - 14 seats	R-T Sightseeing: 10-2 Weekdays, 1-5 Weekends; Wharf, Old Adobe, 17-Mile Dr., NPGS, Cannery Row, Mission, Carmel	Word Of Mouth, Contacts With Hotels
Seacoast Safaris	R-T sight seeing	2 Vans 7 - 15 seats	Visitors and Residents; Big Sur, Hearst Castle, Wineries	Hotels, Brochures, Travel Agents, Key Magazine
A-1 Limo/ Chartered Limo	Limo	4 Vans 14 seats 3 limos	Transportation, Sightseeing; Must Make Reservations	Newspapers, Hotels, Travel, Agents
Bungay's	Limo	n.a.	n.a.	n.a.
Airport Transport. Company (Airport & Executive)	Taxi service/ airport contract	6 Vans 13 seats 3 limos	Individual Fares; Meet All Flights; San Francisco to Big Sur; \$5 - 25 /person	Airport Counter; Phone Book; Travel Agents
Classic Tours of Monterey	R-T Sight- seeing permit	n.a.	n.a.	n.a.
Central Coast Con- vention Services	R-T Sight- seeing permit	See Steinbeck Tours		
Carmel Yellow Cab	Taxi	4 Cabs	PB; CV; Crml; Hospt; Highlands; Airport by Request; 24 hrs	Also Joe's Taxi & Village Cab
Yellow Cab	Taxi	20 Cabs	All Areas Except Marina & Carmel; Airport by Request	24 hrs.
Seaside- Marina Blue Cab	Taxi	n.a.	Seaside & Marina; Stands at Marina Club & Ca. Taco	Also, Ft. Ord Taxi
Ft. Ord Taxi	Taxi	n.a.	Authorized Military Install.	Military contract

TABLE 2

1987 EXISTING HOTEL SHUTTLE INVENTORY

<u>HOTEL</u>	<u>ROOMS</u>	<u>VEHICLES</u>	<u>SERVICE</u>	<u>COST</u>	<u>COMMENTS</u>
Hyatt Regency	579	Limo	Airport Shuttle; Other Dest. As Desired	\$10/person \$5/addit \$40/hour (min. 2 hrs)	Other Tour & Transportation Info Available In Lobby
La Playa Hotel	75	(Van)	Not For Guest Use	n.a.	Taxi, Limo, Bus, and Tour Info At Concierge
The Lodge at Pebble Beach	161	3 Vans 11 seat	Airport; Carmel; Monterey; Other Dest.	Complmnty \$7/person \$7/person \$35/hour	No Longer Need For Taxi; More Vans In Future
Monterey Beach Hotel	196	2 Vans	Airport Only	Complmnty	n.a.
Monterey Sheraton	344	Stretch Limo	10 Mile Radius	Tips Only	Freeshuttle and Other Trans- portation and Tour Info
DoubleTree Hotel of Monterey	374	Van	Pick Up Flight Crews Only	n.a.	Provide Tour Info; Refer to Taxi or Airporter
Highlands Inn	144	1 Van 12 seats	2x's Daily; Carmel	Complmnty	Concierge Will Arrange Transportation For Other Needs

Other Full-Service Hotels/Motels Contacted

Hilton Resort	204 Rooms	No Van or Shuttle
Monterey Plaza	290 Rooms	Service. Use Taxi
Pine Inn	49 Rooms	or Airporter Limo.
Ramada Inn	80 Rooms	Tour Info Available
Robles del Rio Lodge	31 Rooms	From Concierge or
Ventana Inn	40 Rooms	At Front Desk.
Asilomar Conference Center	313 Rooms	
Carmel Mission Inn	165 Rooms	
Casa Munras Garden Hotel	150 Rooms	

TABLE 3

September 1987 MST Freeshuttle Survey

		Would you ride visitor bus route?	(n=399)
		Yes	65%
		No	32%
		Don't know	2%
		DTS	1%
What city are you from?	TOTAL (n=399)	How much willing to pay for entire party?	(n=261)
SF Bay Area	31%	Nothing	3%
Southern California	20%	\$0.50 to \$1.50	5%
U.S. state other than CA	17%	\$2.00 to \$2.50	11%
CA Central Valley	13%	\$3.00 to \$3.50	10%
Country other than USA	6%	\$3.75 to \$4.00	9%
Monterey/Salinas area	5%	\$5.00	26%
Northern California	4%	\$6.00	4%
Santa Cruz County	3%	\$7.00 to \$9.00	5%
Other CA	1%	\$10.00	14%
Other Monterey County	1%	\$12.00 to \$15.00	6%
How long visiting Monterey Peninsula?		\$20.00 to \$25.00	2%
Today only	53%	\$30.00 to \$50.00	3%
Two days	28%	DTS	3%
Three days	7%	Where do you plan to go on Peninsula this evening?	
Four to seven days	6%	Carmel	28%
Eight to thirty days	2%	Cannery Row	13%
More than thirty days	1%	Fisherman's Wharf	10%
Live on Peninsula	1%	Monterey	6%
DK/DTS	2%	Pacific Grove	5%
How many people in party today?		Pebble Beach	4%
1 person	6%	Other	3%
2 people	40%	DK/DTS	30%
3 to 5 people	38%	How late should shuttle run?	(n=399)
More than 5 people	14%	8:00 PM or earlier	3%
DTS	2%	9:00 PM	2%
Top five visitor attractions while on Monterey Peninsula?		10:00 PM	42%
Aquarium	86%	11:00 PM	20%
Cannery Row	75%	Midnight	24%
Fisherman's Wharf	67%	Past Midnight	2%
Carmel	56%	DK/DTS	7%
Pebble Beach/17 Mile Drive	28%	Ride a bus to Carmel if cost \$2.00 for all day?	(n=399)
Point Lobos/Big Sur Coast	12%	Yes	75%
Pacific Grove/Lover's Point	10%	No	22%
Laguna Seca (auto races)	3%	DK/DTS	
The Adobes	2%		
Fairgrounds/concert/horse show	2%		
Other	2%		

TABLE 4

1986 MONTEREY BAY AQUARIUM VISITOR STUDY*

Mode of transportation to Aquarium:

car 92%
walk 2%
public bus 2%
RV 2%

Length of stay at Aquarium:

1-3 hours 80%
average = 2.1 hours

Length of Monterey Peninsula visit:

<4 hours 2%
4-8 hours 5%
1 day 39%
2 days 29%
3-5 days 20%
>5 days 5%

Note: 46% of visits are day trips

Plans to eat at restaurant other than Aquarium:

Yes 78%
No 13%
Maybe 8%

If Yes, what area:

Cannery Row 37%
Carmel 23%
Fisherman's Wharf 22%
Downtown Monterey 14%
Pacific Grove 6%

Use of MST FreeShuttle:

Yes 20%
No 80%

*Partial results from visitor survey. Please note that this survey does not include tour groups.

TABLE 6
Monterey Peninsula and Vicinity Hotel Inventory

HOTEL	LOCATION	ROOMS

PACIFIC GROVE		
Andril Fireplace Cottages	569 Asilomar Blvd	18
Asilomar Conference Cntr	800 Asilomar Ave	313
Beachcomber Inn	1996 Sunset Dr.	26
Bide a Wee	221 Asilomar Blvd	17
Borg's	635 Oceanview Blvd	60
Butterfly Grove Inn	1073 Lighthouse Av	26
Butterfly Trees	1150 Lighthouse Ave	66
Caribbean Motor Hotel	625 Ocean View Av	52
Executive Lodge	660 Dennett	30
Larchwood Inn	740 Crocker Ave.	50
Lighthouse Lodge	1249 Lighthouse Av	23
Maison Bleue	157 15th Street	5
Olympia Motor Lodge	1140 Lighthouse Av	38
Pacific Gardens Inn	701 Asilomar Blvd	28
Pacific Grove Motel	Lghthouse Grv Acre	30
Quality Inn P.G.	1111 Lighthouse Av	49
Sea Breeze Motel	1100 Lighthouse Av	37
Terrace Oaks Inn	1095 Lighthouse Av	20
Wilkies Motel	1038 Lighthouse Av	24
Centrella	612 Central Ave	27
Gosby House	643 Lighthouse Ave	22
Green Gables Inn	104 5th St.	10
Seven Gables Inn	555 Oceanview Blvd	14
Martine Inn	255 Oceanview Blvd	19
Old St. Angela's	321 Central Ave	8
Roserox Country Inn	557 Oceanview Blvd	8
Pacific Grove Inn	581 Pine Ave.	10
	SubTotal=	1030
MARINA		
Best Inns	3280 Dunes Dr.	114
El Matador	416 Reservation Rd	56
Marina Beach	3270 Del Monte Blv	110
Oakside	430 Reservation Rd	21
Old Marina	3110 Del Monte Blv	24
Paramount	3298 Del Monte Blv	6
Sixpence	100 Reservation Rd	126
	SubTotal=	457
SEASIDE		
Bay Breeze Inn	2049 Fremont Blvd	50
Budget Inn	1893 Fremont Blvd	43
Caravan Motel	1131 Fremont Blvd	17
Fatima Motel	1763 Del Monte Blv	10
Gateway Lodge	1909 Fremont Blvd	32
Magic Carpet	1875 Fremont Blvd	40
Days Inn	1400 Del Monte Blv	143
Pacific Best Inn	1141 Fremont Blvd	20
Sandcastle Motel	1011 La Salle Ave	36
Sands Motel	1986 Del Monte Blv	17
Thomas J.R. Lodge	2201 Del Monte Blv	30
Thunderbird Motel	1933 Fremont Blvd	33
Town House Motel	1106 Fremont Blvd	19
	SubTotal=	490

HOTEL	LOCATION	ROOMS

CARMEL VALLEY		
Acacia Lodge	20 Via Contenta	18
Blue Sky Lodge	Flight/Poppy Roads	30
Carmel Country Spa	10 Country Club Dr	30
Carmel Mission Inn	Rio Road/Hwy 1	165
Carmel Valley Inn	Carmel Valley Rd.	46
Carmel Valley Ranch	One Old Ranch Rd.	100
Hidden Valley Inn	102 Crml Valley Rd	25
Little European Lodge	Carmel Valley Rd.	9
Los Laureles Lodge	Carmel Valley Rd.	28
Quail Lodge	8205 Valley Greens	100
Robles del Rio Lodge	200 Punta del Monte	31
Stonepine	150 Crml Valley Rd	12
Valley Lodge	Carmel Valley/Ford	31
	SubTotal=	625
MONTEREY		
CANNERY ROW		
Cannery Row Hotel	758 Cannery Row	212
Spindrift Hotel	648 Cannery Row	42
Otter Inn	571 Wave St.	33
Monterey Plaza	360 Cannery Row	291
Inn on Cannery Row	420 Foam St.	43
Victorian Inn	487 Foam St.	69
Cannery Row Inn	258 Foam St.	32
Monterey Bay Inn	242 Cannery Row	47
Jabberwock Inn	598 Laine St.	6
David Ave Motor Ct	1705 David Ave.	12
	SubTotal=	787
DOWNTOWN		
Pacific Street Hotel	Pacific St.	104
Doubletree Hotel	2 Portola Plaza	374
Meritt House	386 Pacific St.	25
Sheraton Hotel	Franklin/Calle P.	344
Monterey Hotel	406 Alvarado St.	46
Sherman Rose Inn	537 Houston St.	8
	SubTotal=	901
MUNRAS AVENUE AREA		
Colton Inn	707 Pacific St.	49
Old Monterey Inn	500 Martin St.	10
Travelodge	Fremont/Munras	51
Casa Munras	Fremont/Munras	150
San Carlos Inn	850 Abrego	55
La Fonda Motel	755 Abrego St.	66
The Abrego House	825 Abrego St.	79
El Dorado Inn	906 Munras Ave.	14
El Adobe Inn	936 Munras Ave.	26
Munras Lodge	1010 Munras Ave.	28
West Wind Lodge	1046 Munras Ave.	52
Arbor Inn	1058 Munras Ave.	56
Park Crest Motel	1100 Munras Ave.	42
Cypress Gardens	1150 Munras Ave.	46
Pelican Inn	1182 Cass St.	18

HOTEL	LOCATION	ROOMS

Rancho Monterey	1200 Munras Ave.	26
Montero Lodge	1240 Munras Ave.	20
Comfort Inn	1252 Munras Ave.	31
White House Lodge	1262 Munras Ave.	34
Padre Oaks Motel	1278 Munras Ave.	20
Monterey Pines	1288 Munras Ave.	34
Del Monte Pines	1298 Munras Ave.	19
Steinbeck Lodge	1300 Munras Ave.	32
Carmel Hill Lodge	1374 Munras Ave.	40
Mariposa Inn	1386 Munras Ave.	51
Ramada Inn	1425 Munras Ave.	80
	SubTotal=	1129
AGUAJITO AREA		
Monterey Motor Lodge	55 Camino Aguajito	47
Del Monte Beach Inn	1110 Del Monte Ave	18
Stagecoach Motel	1111 10th St.	26
Fireside Lodge	1131 10th St.	23
Hilton Inn	1000 Aguajito Rd.	203
Hyatt House	1 Old Golf Course	579
	SubTotal=	896
FREMONT		
Travelodge	2030 Fremont St.	102
Californian Motel	2042 Fremont St.	48
Westerner Motel	2041 Fremont St.	22
Comfort Inn	2050 Fremont St.	49
Flamingo Hotel	2055 Fremont St.	22
Franciscan	2058 Fremont St.	47
Scottish Fairways	2075 Fremont St.	42
El Castell Motel	2102 Fremont St.	49
Casa Verde Inn	2101 Fremont St.	17
Vagabond Motel	2120 Fremont St.	18
Paris Motel	2188 Fremont St.	12
Motel 6	2124 Fremont St.	52
Deanza Inn	2141 Fremont St.	42
Lone Oak Motel	2221 Fremont St.	45
Cypress Tree Inn	2227 Fremont St.	57
Ramona Inn	2332 Fremont St.	35
Driftwood Motel	2362 Fremont St.	14
	SubTotal=	673
DEL MONTE AVE		
Linda Motel	2030 Del Monte Ave	16
Cedar Motel	2434 Del Monte Ave	11
Roberts Lake Motel	2401 Del Monte Ave	48
Holiday Inn	2600 Sand Dunes Dr	196
	SubTotal=	271
HIGHWAY 68		
Way Station Inn	1200 Olmstead Rd.	46
	Monterey SubTotal=	4703

HOTEL	LOCATION	ROOMS

CARMEL BY THE SEA		
Adobe Inn	Dolores/8th	20
Blue Pacific Inn	Ocean/Carmelo	4
Candlelight Inn	San Carlos/4th-5th	19
Carmel Firplace Inn	San Carlos/5th	16
Carmel Resort Inn	Carpenter/1st-2nd	25
Carmel Sands Lodge	San Carlos/5th	38
Carmel Studio Lodge	Junipero/5th	19
Carmel Torres Inn	Ocean/Torres	16
Carriage House Inn	Junipero/7th	13
Coachman's Inn	San Carlos/7th	29
Cobblestone Inn	Junipero/8th	24
Colonial Terrace Inn	San Antonio/13th	25
Cottages By The Sea	San Antonio/7-8th	5
Cypress Inn	Lincoln/7th	33
Dolores Lodge	Dolores/3rd	12
The Dolphin Inn	San Carlos/4th	26
Edgemere cottages	San Antonio/13th	4
Forest Lodge	Ocean/Torres	3
Green Lantern	Casanova/7th	19
Happy Landing Inn	Monte Verde/5-6th	7
Hofsas House	San Carlos/4th	38
Holiday House	Camino Real/Ocean	6
Holland Court Lodge	San Carlos/4-5th	5
The Homestead	Lincoln/8th	12
Horizon Inn	Junipero/3rd	19
The Jade Tree Hilltop	Junipero/6th	55
Lamplighter's Inn	Ocean/Camino Real	5
La Playa Hotel	Camino Real/8th	75
Lobos Lodge	Monte Verde/Ocean	29
Monte Verde Inn	Monte Verde/Ocean	10
Normandy Inn	Ocean /Monte Verde	48
Ocean View Lodge	Junipero/3rd	8
Pine Inn	Ocean/Lincoln	49
Rosita Lodge	Torres/4th	9
San Antonio House	San Antonio/Ocean	4
San Carlos Lodge	San Carlos/4th	3
Sea View Inn	CaminoReal/11-12th	8
Spinning Wheel Inn	Monte Verde/Ocean	6
Stonehouse Inn	8th/Monte Verde	6
Sundial Lodge	Monte Verde/7th	19
Sunset House	Camino Real/Ocean	5
Surftides Inn	Mission/5th	16
Svendsgaard's Inn	San Carlos/4th	34
Tally Ho Inn	Monte Verde/6th	15
Town House Lodge	San Carlos/5th	28
Tradewinds Studio Inn	Mission/3rd	27
Vagabond House Inn	Dolores/4th	15
The Village Inn	Ocean/Junipero	32
Wayfarer Inn	Mission/4th	15
Wayside Inn	Mission/7th	21
	SubTotal=	979

HOTEL	LOCATION	ROOMS

PEBBLE BEACH		
The Lodge at Pebble Beach	Pebble Beach	161
OTHER (CARMEL AREA)		
Grosvenor's Inn	Carpenter/Valley W	11
Sandpiper Inn at the Beach	2408 Bay View	15
Lincoln Green Inn	15th/16th Aves	4
Mission Ranch Resort	26720 Dolores	25
Carmel River Inn	Hwy 1	43
	SubTotal=	98
CARMEL HIGHLANDS		
Highlands Inn	Highway 1	144
Tickle Pink Motor Inn	155 Highland Dr.	35
	SubTotal=	179
BIG SUR		
River Inn	Highway 1	15
Big Sur Lodge	Pfeiffer Big Sur SP	61
Ripplewood Resort	Highway 1	16
Deetjen's Big Sur Inn	Highway 1	20
Fernwood Resort	Highway 1	12
Glen Oaks Motel	Highway 1	15
Ventana Inn	Highway 1	60
Riverside Cabins	Highway 1	7
Big Sur Campgrnd/Cabins	Highway 1	10
	SubTotal=	216
	GRAND TOTAL =	8938

AMBAG

August 1987

TABLE 7
MONTEREY PENINSULA & VICINITY
PROPOSED FUTURE HOTEL & MOTEL ROOMS BY JURISDICTION
(September 1987)

JURISDICTION	PROPOSED DEVELOPMENT/AREA	# OF ROOMS/UNITS
<hr/>		
<u>Marina</u>	Monterey Bay Dunes Inn	83 units
	Marina Motor Lodge	96 units
	Reservation Road	33 units
Note: All projects have valid use permits.		
<u>Seaside</u>	Laguna Grande Lake Shore	225 units
	(conceptualized additional)	175 units
<u>Sand City</u>	Sterling Environmental Center	140 rooms
	Monterey Bay Village	180 rooms
	South of Bay	375 rooms
	Fargo	450 rooms
	Monterey Sands	375 rooms
Note: All projects located on beach between freeway and the bay. South of Bay, Fargo, and Monterey Sands have no specific proposal at this time.		
<u>Del Rey Oaks</u>	All-Suites Inn	164 units
<u>Monterey</u>	Downtown	12 units
	Munras Avenue	127 units
	Aguaquito Area	98 units
	Fremont Street	171 units
	Del Monte Avenue	13 units
	Highway 68	66 units
Note: Possible addition of 487 units to existing hotels/motels as shown above. No other visitor accomodating facilities will be permitted without voter approval.		
<u>Pebble Beach</u>	Inn at Spanish Bay (recently completed)	270 units
<u>Carmel Valley</u>	Rancho Canada Golf Club	175 units
	Robles del Rio	35 units
Note: Hotel/motel/bed and breakfast development limited to an additional 425 units total within Carmel Valley.		
<u>Big Sur</u>	Watershed & Scenic Conservation	0-260 units
	Westmere	24 units
	Rural Community Center	240 units
	Hostels	50 beds

Note: Additional units above are maximum figures.

TABLE 2

MONTEREY PENINSULA & VICINITY HOTELS/MOTELS
ESTIMATED WEEKDAY & WEEKEND OCCUPANCY BY SEASON
(August 1987)

JURISDICTION	TOTAL ROOMS (#)	AVG WKDAY OCCUPANCY (rooms)			AVG WKEND OCCUPANCY (rooms)		
		Jan-May Oct-Dec	Jun-Aug	Sept	Jan-May Oct-Jan	Jun-Aug	Sept
Marina*	457	123-175	333-350	123-175	210-350	333-350	210-350
Seaside**	373	131-187	354-373	131-187	224-373	354-373	224-373
Monterey**							
Cannery Row	787	316-495	768-787	440-497	637-787	768-787	637-787
Downtown	901	405-808	901-901	896-897	898-901	901-901	898-901
Munras Avenue	1129	396-569	1073-1129	402-570	682-1129	1073-1129	682-1129
Aguajito	896	392-762	891-896	627-645	850-896	891-896	850-896
Fremont	673	235-337	639-673	235-337	404-673	639-673	404-673
Highway 68	46	16-23	44-46	16-23	28-46	44-46	28-46
Roberts Lake Area**	414	145-208	394-414	145-208	248-414	394-414	248-414
Pacific Grove							
Asilomar Conf.	313	282-297	297-313	282-297	282-297	297-313	282-313
Asilomar Area	482	169-241	458-482	169-241	289-482	458-482	289-482
Downtown P.G.	235	87-136	226-235	112-141	159-235	226-235	159-235
Pebble Beach	161	145-161	161-161	161-161	161-161	161-161	161-161
Carmel-By-The Sea	979	358-551	938-979	442-566	649-979	938-979	649-979
Carmel Valley	625	257-463	613-625	464-501	526-625	613-625	526-625
Carmel Highlands	179	81-161	179-179	179-179	179-179	179-179	179-179
Big Sur	216	82-132	208-216	115-138	154-216	208-216	154-216
Other	98	37-51	93-98	37-51	60-98	93-98	60-98
TOTALS	8964	3657-5757	8570-8857	4976-5814	6640-8841	8570-8857	6640-8841

* The Sixpence, Best Inn, and the Marina Beach inns are the only hotels/motels used in these calculations.

** Roberts Lake Area includes portions of Monterey and Seaside.

Source: Based on Recht-Hausrath & Associates estimates and methodology used in The Visitor Sector, AMBAG Economic Base Study, 1979.

TABLE 9
MST HOURS OF OPERATION BY ROUTE
(Source: MST SRTP FY 1988 - FY 1992)

ROUTE	DAY	HOURS	
		BEGIN	END
1-ASTORIA	WEEKDAY	0607	1250
	SATURDAY	0645	1250
	SUNDAY	0745	1837
2-LOWER'S POINT	WEEKDAY	0615	1907
	SATURDAY	0715	1907
3-GLENWOOD/SKYLINE	WEEKDAY	0726	1826
	SATURDAY	0900	1826
4-CARMEL VALLEY	WEEKDAY	0647	1930
	SATURDAY	0745	1930
	SUNDAY	0745	1838
5-CARMEL POINT	WEEKDAY	0715	1826
	SATURDAY	0815	1826
	SUNDAY	1015	1810
6-KIMBALL AVE	WEEKDAY	0630	1826
	SATURDAY	0830	1826
7-MARINA/FORT ORD via Broadway	WEEKDAY	0624	1920
	SATURDAY	0724	1920
	SUNDAY	0726	1905
8-DEL REY OAKS	WEEKDAY	0700	1724
9-FREMONT/HILBY	WEEKDAY	611	1924
	SATURDAY	0657	1924
	SUNDAY	0657	1924
10-FREMONT/ORD GROVE	WEEKDAY	0643	1807
	SATURDAY	0715	1807
12-MARINA via Coe Avenue	WEEKDAY	0657	1918
	SATURDAY	0757	1918
	SUNDAY	0805	1925
14-PRESIDIO	WEEKDAY	0635	1812
	SATURDAY	0830	1812
	SUNDAY	0930	1912
15-DAVID AVE	WEEKDAY	0650	1852
	SATURDAY	0815	1852
20-MONTEREY/SALINAS via Marina	WEEKDAY	0630	1838
	SATURDAY	0845	1838
	SUNDAY	0945	1838
21-MONTEREY/SALINAS via Highway 68	WEEKDAY	0655	1901
	SATURDAY	0915	1901
22-BIG SUR beginning Spring '87 not included in total	WEEKDAY	1022	1655
	SATURDAY	1022	1655
	SUNDAY	1022	1655

TABLE 10
MST WEEKDAY SERVICE TO VISITOR ATTRACTIONS AND DESTINATIONS
(MST Route Numbers Indicated) (Interlined Routes Indicated By Fractions)
Source: MST January 10, 1987 Peninsula RIDER'S GUIDE

ORIGIN	DESTINATIONS	Munras Ave	Aguaquito	Fremont St	Seaside	Del Monte	Marina	Monterey	Fish Wharf	Cannery Row	Pac. Grove	Lover's Pt	Asilomar	Pebble Beach	Carmel	Mission	Crossroads	Carmel Valley	Pt Lobos	Big Sur
<u>Munras Ave</u>	-	-		4/20	4/20	4/20	4/20	4,5 22	-	-	5/14	-	-	-	4,5 22	4,22	4	4	22	22
<u>Aguaquito</u> (MPC/Hilton)	-	-		6,8 9,10	6,8, 9,10	8	-	6,8 9,10	9/1 10/2	9/1 10/2	9/1 8/15 10/2	10/2	9/1	-	-	-	-	-	-	-
<u>Fremont St</u>	-	6,8 9,10		-	6,9 10	8	-	6,8 9,10	9/1	9/1 10/2	9/1 10/2 8/15	10/2	9/1	-	-	-	-	-	-	-
<u>Seaside</u>	20/4	9,10		9,10	-	12,20	12,20	6,7,8 9,10, 12,20	9/1	9/1 10/2	9/1 10/2	10/2	9/1	-	20/4	20/4	20/4	20/4	-	-
<u>Del Monte</u>	20/4	-		-	-	-	7,12 20	7,12, 20	-	-	-	-	-	-	20/4	20/4	20/4	20/4	-	-
<u>Marina</u>	20/4	-		-	-	12,20	-	12,20	-	-	-	-	-	-	20/4	20/4	20/4	20/4	-	-
<u>Downtown Monterey</u>	4,5 22	6,8 9,10		9,10	9,10	7,12 20	12,20	-	1,2	1,2	1,2 8/15	2	1	-	4,5 22	4,22	4	4	22	22
<u>Fisherman's Wharf</u>	-	1/9 2/10		1/9 2/10	1/9 2/10	-	-	1,2	-	1,2	1,2	2	1	-	-	-	-	-	-	-
<u>Cannery Row</u>	-	1/9 2/10		1/9 2/10	1/9 2/10	-	-	1,2	1,2	-	1,2	2	1	-	-	-	-	-	-	-
<u>Pacific Grove</u>	-	1/9 2/10		1/9 2/10	1/9 2/10	-	-	1,2	1,2	1,2	-	1	-	-	-	-	-	-	-	-
<u>Lover's Pt</u>	-	2/10		2/10	2/10	-	-	2	2	2	2	-	-	-	-	-	-	-	-	-
<u>Asilomar Area</u>	-	1/9 2/10		1/9 2/10	1/9 2/10	-	-	1,2	1,2	1,2	1,2	-	-	-	-	-	-	-	-	-
<u>Conf. Center</u>	-	1/9		1/9	1/9	-	-	1	1	1	1	-	-	-	-	-	-	-	-	-
<u>Pebble Beach</u>	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Carmel</u>	4,5	-		4/20	4/20	4/20	4/20	4,5 22	-	-	5/14	-	-	-	-	4,22	4	4	22	22
<u>Mission</u>	4,22	-		4/20	4/20	4/20	4/20	4,22	-	-	-	-	-	-	4,22	-	4	4	22	22
<u>Crossroads</u>	4	-		4/20	4/20	4/20	4/20	4	-	-	-	-	-	-	4	-	-	4	-	-
<u>Carmel Valley</u>	4	-		4/20	4/20	4/20	4/20	4	-	-	-	-	-	-	4	4	4	-	-	-
<u>Pt Lobos</u>	22	-		-	-	-	-	22	-	-	-	-	-	-	22	-	-	-	-	22
<u>Big Sur</u>	22	-		-	-	-	-	22	-	-	-	-	-	-	22	-	-	-	22	-

TABLE 11

MST WEEKDAY HEADWAYS BETWEEN VISITOR ATTRACTIONS & DESTINATIONS

(Minutes between MST buses indicated)

(Base Times - Interlined Routes Indicated by Parantheses)

Source: MST January 10, 1987 Peninsula RIDER'S GUIDE

ORIGIN	DESTINATIONS	Munras Ave	Aguaquito	Fremont St	Seaside	Del Monte	Marina	Monterey	Fish Wharf	Cannery Row	Pacific Grove	Lover's Pt	Asilomar	Pebble Beach	Carmel	Mission	Crossroads	Carmel Valley	Pt Lobos	Big Sur
<u>Munras Ave</u>		-	-	(60)	(60)	(60)	(60)	11-49	-	-	(60)	-	-	-	30	30	60	60	240	240
<u>Aguaquito</u> (PC/Hilton)		-	-	15	15	60	-	12-60	(26-34)	(26-34)	(5-34)	(60)	(60)	-	-	-	-	-	-	-
<u>Fremont St</u>		-	60	-	30	60	60	2-25	26-34	(26-34)	(5-34)	(60)	(60)	-	-	-	-	-	-	-
<u>Seaside</u>		(60)	15-45	20-40	-	30	10-50	0-45	(60)	(26-34)	(26-34)	(60)	(60)	-	(60)	(60)	(60)	(60)	-	-
<u>Del Monte</u>		(60)	60	24-26	15-30	-	15-30	15-29	-	-	-	-	-	-	(60)	(60)	(60)	(60)	-	-
<u>Marina</u>		(60)	-	60	15-30	10-50	-	10-50	-	-	-	-	-	-	(60)	(60)	(60)	(60)	-	-
<u>Downtown Monterey</u>		30	10-20	30	30	5-30	15-30	-	30	30	5-25	60	60	-	5430	5430	60	60	240	240
<u>Fisherman's Wharf</u>		-	(30)	(30)	(30)	-	-	30	-	30	30	60	60	-	-	-	-	-	-	-
<u>Cannery Row</u>		-	(30)	(30)	(30)	-	-	30	30	-	30	60	60	-	-	-	-	-	-	-
<u>Pacific Grove</u>		(60)	(30)	(30)	(30)	-	-	12-27	30	30	-	60	-	-	(60)	-	-	-	-	-
<u>Lover's Pt</u>		-	(60)	(60)	(60)	-	-	60	60	60	60	-	-	-	-	-	-	-	-	-
<u>Asilomar Area</u>		-	(30)	(30)	(30)	-	-	25-35	25-35	25-35	25-35	-	-	-	-	-	-	-	-	-
<u>Inf. Center</u>		-	(60)	(60)	(60)	-	-	60	60	60	60	-	-	-	-	-	-	-	-	-
<u>Pebble Beach</u>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Carmel</u>		15-45	-	(60)	(60)	(60)	(60)	15-45	-	-	(60)	-	-	-	15-45	60	60	240	240	-
<u>Mission</u>		15-45	-	(60)	(60)	(60)	(60)	15-45	-	-	-	-	-	-	15-45	-	60	60	240	240
<u>Crossroads</u>		60	-	(60)	(60)	(60)	(60)	60	-	-	-	-	-	-	60	-	-	60	-	-
<u>Carmel Valley</u>		60	-	(60)	(60)	(60)	(60)	60	-	-	-	-	-	-	60	60	60	-	-	-
<u>Pt Lobos</u>		170	-	-	-	-	-	170	-	-	-	-	-	-	170	-	-	-	-	240
<u>Big Sur</u>		170	-	-	-	-	-	170	-	-	-	-	-	-	170	-	-	-	170	-

TABLE 12

ALTERNATIVE VISITOR TRANSIT ROUTES
SERVICE CHARACTERISTICS

ROUTE #	#3	#4	#5	#6	#7	#8
TRIP MILES	8.8	12.4	10.3	24.0	53.8	6.6
TRIP TIME (minutes)	48	68	56	85	126	36
CYCLE TIME (minutes)	55	75	60	98	145	40
HEADWAY (minutes)	20	15	20	60	240/180	30
# OF BUSES	3	5	3	2	1	2
# TRIPS/DAY	45	60	45	14	3	30

NOTES:

- + Route #3 (Monterey to Carmel) to operate 7 days/week; approximately 8:00 am to 11:00 pm.
- + Route #4 (Monterey to Carmel to Crossroads) to operate 7 days/week; approximately 8:00 am to 11:00 pm.
- + Route #5 (Pacific Grove to Monterey) to operate 7 days/week; approximately 8:00 am to 11:00 pm.
- + Route #6 (Crossroads to Carmel Valley) coordinates with existing day service (1 bus), halving the headway, and adds evening service (2 buses).
 Mon-Sat: 7:40 am - 9:40 pm
 Sun/Hol: 8:40 am - 9:40 pm
- + Route #7 (Crossroads to Big Sur) coordinates with existing service to reduce headways and extend service hours.
 Departures: 12:30, 4:30 and 7:00 pm
- + Route #8 (Monterey to Fremont Ave/Del Monte Ave) coordinates with existing service on weekends/weekdays to reduce headways, and adds evening service 7 days/week.
 Service: 8:00 am - 11:00 pm

Trip Time - calculated using average schedule speed of:

- * 11.0 mph for routes 3-5 and 8
- * 17.0 mph for route 6
- * 25.7 mph for route 7

TABLE 13

ESTIMATED COST PER TRIP BY "OPERATING HOUR"

ROUTE #	ROUTE DESCRIPTION	DAILY ROUTE OPERATING HOURS * (ALL BUSES)		COST PER HOUR (\$)	# TRIPS PER DAY	COST PER TRIP (\$)
1	Visitor Shuttle					
	Peak Season	81	X	42.72	53	65.29
	Non-Peak Season	64	X	42.72	39	70.10
2	Visitor Sightseeing Shuttle	8	X	42.72	4 @	85.44
3	Monterey-Carmel	45	X	42.72	45	42.72
4	Monterey-Carmel Crossroads	75	X	42.72	60	53.40
5	P.G.-Monterey-Carmel	45	X	42.72	45	42.72
6	Crossroads-Carmel Valley	28	X	42.72	14	85.44
7	Crossroads-Big Sur	9	X	42.72	3	128.16
8	Monterey-Fremont/Del Monte	30	X	42.72	30	42.72

Cost based on :

- 42.72 per hour (Expense per hour from MST's 1987 Performance Indicators. This cost could be lowered in a competitive bidding process for these visitor-oriented routes.) Please note that toll charges for 17-Mile drive not included in calculations.

@ - The nature of this shuttle indicates one-way travel.

* - Route operating hours does not include dead time, the time necessary for a bus to go to the route location at the beginning of the day and to return to the shop at the end of the day. Operating hours also does not include report time. Dead time and report time differ from agency to agency, thus no estimates of these times were made.

Continued . . .

TABLE 13 (continued)

ESTIMATED YEARLY SERVICE COST BY "OPERATING HOUR"

ROUTE #	ROUTE DESCRIPTION	YEARLY OPERATING HOURS *		COST PER HOUR (\$)	COST PER YEAR (\$)
1	Visitor Shuttle	14,200	X	42.72	606,624 @
2	Visitor Sightseeing Shuttle	1,520	X	42.72	64,934
3	Monterey-Carmel	16,425	X	42.72	701,676
4	Monterey-Carmel-Crossroads	27,375	X	42.72	1,169,460
5	P.G.-Monterey-Carmel	16,425	X	42.72	701,676
6	Crossroads-Carmel Valley	10,220	X	42.72	436,598
7	Crossroads-Big Sur	3,285	X	42.72	140,335
8	Monterey-Fremont/Del Monte	10,950	X	42.72	467,784

Cost based on:

- \$42.72 per hour (Expense per hour from MST's 1987 Performance Indicators. This cost could be lowered in a competitive bidding process.) Note that 17-Mile Drive toll not included in calculations.

* - Yearly operating hours assumes route runs 365 days/year except routes #1 and #2 which run on a 190 day year (120 days peak season; 70 weekend days off-peak season). These hours do not include dead time, the time necessary for a bus to go to the route location at the beginning of the day and to return to the shop at the end of the day. Operating hours also does not include report time. Dead time and report time differ from agency to agency thus no estimate of these times were made.

@ - Routes #1 and #2 are costed on a 190 day operating year; 120 days peak season, 70 days off-peak season.

TABLE 14

GENERATORS FOR VISITOR TRANSIT RIDERSHIP

Potential Route #1 : Cannery Row - Carmel

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Availab Parking Spaces</u>
Cannery Row	Cannery Row Parking Garage	1003 spaces
	Surface Parking Lots	362 spaces
	Cannery Row Hotels	787 rooms
Fisherman's Wharf	Fisherman's Wharf Parking	359 spaces
Portola Plaza	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
Monterey Conference Center	Downtown Hotels	901 rooms
Del Monte Center Area	Parking	(undetermined potential)
	Abrego & Munras Ave Hotels	1129 rooms
Downtown Carmel	Carmel Hotels	979 rooms
	Carmel Center Parking	113 spaces
Sunset Center, Carmel	Parking Garage (future)	+200 spaces
Carmel Mission	Mission Ranch Resort	43 rooms
Crossroads	Mission Inn	165 rooms
	Parking	(undetermined potential)
Barneyard/Carmel Rancho	Parking	(undetermined potential)

Continued . . .

TABLE 14 (continued)

Potential Route #2 : Monterey - Carmel (Via 17-Mile Drive)

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Portola Plaza	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
	Fisherman's Wharf Parking	359 spaces
Monterey Conference Center	Downtown Hotels	901 rooms
Cannery Row	Cannery Row Hotels	787 rooms
	Cannery Row Parking Garage	1003 spaces
	Surface Parking Lots	362 spaces
Downtown Pacific Grove	Downtown Hotels	90 rooms
Asilomar Area	Asilomar Center & Area Hotels	795 rooms
Pebble Beach/ Del Monte Forest	Lodge at Pebble Beach	161 rooms
	Inn at Spanish Bay	270 rooms
Downtown Carmel	Carmel Hotels	979 rooms
	Carmel Center Parking	113 spaces

Potential Route #3 : Monterey - Carmel

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Portola Plaza	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
	Fisherman's Wharf Parking	359 spaces
Monterey Conference Center	Downtown Hotels	901 rooms
Munras Avenue Area	Abrego and Munras Ave Hotels	1129 rooms
Downtown Carmel	Carmel Hotels	979 rooms
	Carmel Center Parking	113 spaces
Sunset Center, Carmel	Parking Garage (future)	±200 spaces
Del Monte Center Area	Parking	(undetermined potential)

Continued . . .

TABLE 14 (continued)

Potential Route #4 : Monterey - Carmel - Crossroads

<u>Staging Area</u>	<u>Generator</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Portola Plaza	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
	Fisherman's Wharf	359 spaces
Monterey Conference Center	Downtown Hotels	901 rooms
Del Monte Center Area	Abrego and Munras Ave Hotels Parking	1129 rooms (undetermined potential)
Downtown Carmel	Carmel Hotels	979 rooms
	Carmel Center Parking	113 spaces
Sunset Center, Carmel	Parking Garage (future)	+200 spaces
Carmel Mission	Mission Ranch Resort	43 rooms
Crossroads	Mission Inn Parking	165 rooms (undetermined potential)
Barnyard/Carmel Rancho	Parking	(undetermined potential)

Potential Route #5 : Monterey-Pacific Grove

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Portola Plaza	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
Monterey Conference Center	Downtown Hotels	901 rooms
Cannery Row	Cannery Row Parking Garage Surface Parking Lots Cannery Row Hotels	1003 spaces 362 spaces 787 rooms
Lover's Point	P.G. Hotels	145 rooms
Asilomar Area	Asilomar Center & Area Hotels	795 rooms
Downtown Pacific Grove	P.G. Hotels	90 rooms
Fisherman's Wharf	Fisherman's Wharf Parking	359 spaces
Continued . . .		

TABLE 14 (continued)

Potential Route #6 : Crossroads - Carmel Valley

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Crossroads	Carmel Mission Inn Shopping Center Parking Lots	165 rooms undeter.poten.
Barnyard/Carmel Rancho	Shopping Center Parking Lots	undeter.poten.
Quail Lodge	Quail Lodge	100 rooms
Mid-Valley	Shopping Center Parking Lot	undeter.poten.
Robinson Canyon Road	Carmel Valley Ranch	100 rooms
Laureles Grade	Area Hotels	58 rooms
Carmel Valley Village	Carmel Valley Village Hotels	202 rooms

Potential Route #7 : Crossroads - Big Sur

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms</u>
Crossroads	Carmel Mission Inn	165 rooms
Carmel Highlands	Area Hotels	179 rooms
Big Sur	Area Hotels	216 rooms

Continued . . .

TABLE 14 (continued)

Potential Route #8 : Monterey - Fremont Ave/Del Monte Ave

<u>Staging Area</u>	<u>Generators</u>	<u># Hotel Rooms/ Potential # Available Parking Spaces</u>
Monterey Conference Center	Downtown Parking Garages/ Semi-Public Parking	
	Weekdays	0 spaces
	Weekends	500 spaces
	Fisherman's Wharf Parking	359 spaces
	Downtown Hotels	901 rooms
Hilton / MPC	MPC parking (weekends only)	500 spaces
	Hilton Hotel	203 rooms
Hyatt Hotel	Hyatt Hotel & Conf. Center	579 rooms
Fairgrounds	Fairgrounds	
	Fremont Ave Motels	246 rooms
Casa Verde Dr.	Fremont Ave Motels	152 rooms
Fremont Ave.	Fremont Ave Motels	275 rooms
Days Inn	Del Monte Area Hotels	589 rooms
Comfort Inn	Del Monte Ave Hotels	59 rooms

Note: City of Monterey Potential # Available Parking Spaces from Carl Anderson, City of Monterey Public Facilities Director.

TABLE 15

ESTIMATED RIDERSHIP
Monterey Peninsula Potential Shuttle Routes

Route	Estimated Total Market (Number of Persons)		Potential Daily Ridership (Number of Persons)	
	Off-Peak Weekdays	Peak Weekends	Off-Peak Weekdays	Peak Weekends
1: Cannery Row-Barneyard/Crossroads	9,734	13,403	1,947	2,681
2: Monterey-Carmel (Via 17-Mile)	6,664	9,446	1,330	1,890
3: Monterey-Carmel	6,398	9,212	1,280	1,840
4: Monterey-Carmel-Crossroads	6,691	9,624	1,340	1,925
5: Monterey-Pacific Grove	7,870	9,979	1,570	1,995
6: Crossroads-Carmel Valley	774	1,207	155	241
7: Crossroads-Big Sur	284	533	57	107
8: Mtry-Fremont/Del Monte Aves	4,916	7,449	980	1,490

Note: Potential Ridership derived from daily, seasonal occupancy rates of staging area hotel rooms and parking spaces. The multiplicands 1.98 and 2.0 were used to calculate the number of persons per occupied room and the number per occupied parking space, respectively. Expected Ridership projections are based on 20% of the potential daily ridership.

TABLE 16

ESTIMATED COST PER PASSENGER BY POTENTIAL TRANSIT ROUTE

ROUTE #	ANNUAL OPERATING COST(\$)	ANNUAL RIDERSHIP	COST
1	606,624	212,470	\$2.86
2	64,934	19,000	\$3.42
3	701,676	383,250	\$1.83
4	1,169,460	511,000	\$2.29
5	701,676	383,250	\$1.83
6	436,598	118,625	\$3.68
7	140,335	27,375	\$5.13
8	467,784	255,500	\$1.83

Note: Annual ridership calculated using 25 passengers per bus.

FIGURE 6

POTENTIAL ROUTE #1 : CANNERY ROW - CARMEL
(Visitor Shuttle)

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Cannery Row Lot #1 0.8 miles (6 minutes)	To Foam St; To Lighthouse Ave.; To Pacific St.; To Pacific/Scott; To Olivier;
STOP 2	Fisherman's Wharf 0.3 miles (2 minutes)	To Del Monte Ave.;
STOP 3	Portola Plaza 1.4 miles (6 minutes)	Del Monte Ave. To Calle Principal; To Franklin St.; To Tyler St.; To Munras Ave;
STOP 4	Del Monte Center Area 2.7 miles (15 minutes)	To Hwy 1; To Carpenter St; To Serra Ave; To Junipero Ave;
STOP 5	Downtown Carmel 0.3 miles (3 minutes)	To 6th St; To San Carlos St;
STOP 6	Sunset Center, Carmel (Parking Garage) 0.8 miles (3 minutes)	San Carlos/8th St To 13th Ave; To Rio Rd;
STOP 7	Carmel Mission 0.5 miles (3 minutes)	Rio Rd
STOP 8	Crossroads 0.5 miles (3 minutes)	Rio Rd
STOP 9	Barnyard/Carmel Rancho 1.8 miles (9 minutes)	To Carmel Rancho Blvd To Barnyard/Carmel Rancho; To Clocktower Place; To Via Nova; To Rio Rd; To 13th St; To San Carlos St;

Continued . . .

POTENTIAL ROUTE #1 : Visitor Shuttle (continued)

STOP 10	Sunset Center, Carmel	San Carlos/8th To 8th St; To Junipero Ave; To Serra Ave; To Carpenter St; To Hwy 1
	3.0 miles (16 minutes)	
STOP 11	Del Monte Center	To Munras Ave; To Abrego St; To Washington St; To Del Monte Ave;
	1.4 miles (6 minutes)	
STOP 12	Portola Plaza	Del Monte/Calle Principal; To Pacific/Scott;
	0.2 miles (2 minutes)	
STOP 13	Fisherman's Wharf	To Lighthouse Ave; To Foam St;
	0.8 miles (6 minutes)	

RETURN to Cannery Row (Stop 1)

Route Mileage Roundtrip : 14.5 miles
Running Time : 80 minutes
Schedule Speed : 11.0 mph
Headway : 20 minutes

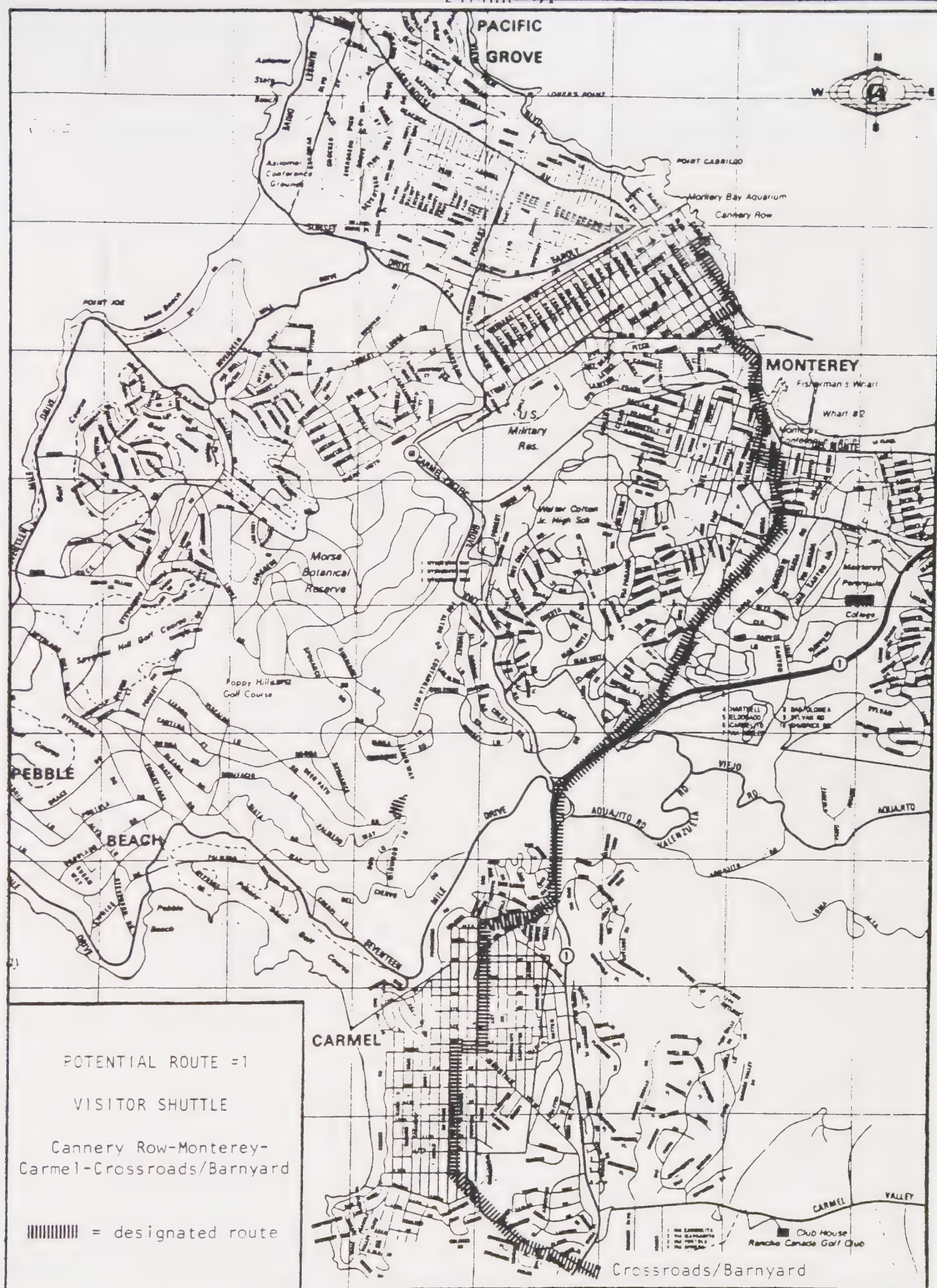


FIGURE 6A

FIGURE 7

POTENTIAL ROUTE #2 : MONTEREY - CARMEL (VIA 17-MILE DRIVE)
(Visitor Sightseeing Shuttle)

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Portola Plaza/Conf.Center 0.2 miles (1 minute)	Del Monte Ave; To Pacific St;
STOP 2	Fisherman's Wharf 0.8 miles (6 minutes)	Pacific/Scott; To Lighthouse Ave; To Foam;
STOP 3	Cannery Row 1.4 miles (7 minutes)	To David; To Lighthouse/Ftn;
STOP 4	Downtown Pacific Grove 1.0 mile (6 minutes)	To Lighthouse Ave; Asilomar/Lighthouse;
STOP 5	Asilomar Area 1.1 miles (5 minutes)	To Asilomar Blvd; Asilomar Blvd;
STOP 6	Asilomar Conference Center 0.5 miles (3 minutes)	To Sunset Dr; 17-Mile Dr/Sunset;
STOP 7	Pacific Grove Gate 10.6 miles (58 minutes)	

Seventeen-Mile Drive

	<u>Points of Interest</u>	<u>Milepost</u>
STOP 1	Pacific Grove Gate	0.0
STOP 2	Inn at Spanish Bay	0.2
STOP 3	Spanish Bay Beach	1.1
STOP 4	Point Joe & Restless Sea	1.7
STOP 5	Seal & Bird Rocks	2.3
STOP 6	Fanshell Beach	2.9
STOP 7	Pull-out (Cypress Pt.)	3.1

Continued . . .

POTENTIAL ROUTE #2 : Visitor Sightseeing Shuttle (continued)

STOP 8	Cypress Point Lookout	3.6 - 3.9
STOP 9	Lone Cypress	4.7
STOP 10	Pescadero Point	5.5
STOP 11	Pebble Beach Lodge and Shops	6.3
STOP 12	Highway One Gate	10.6

STOP 8	Highway One Gate	To Highway One; To Carpenter Ave; To Serra Ave; To Junipero Ave; 6th St/Mission;
	2.5 miles	
	(14 minutes)	

STOP 9 Downtown Carmel

RETURN TO MONTEREY VIA 17-MILE DRIVE

Route Mileage One-way : 18.1

Running Time : 99 minutes

Schedule Speed : 11.0 mph

FIGURE 7A

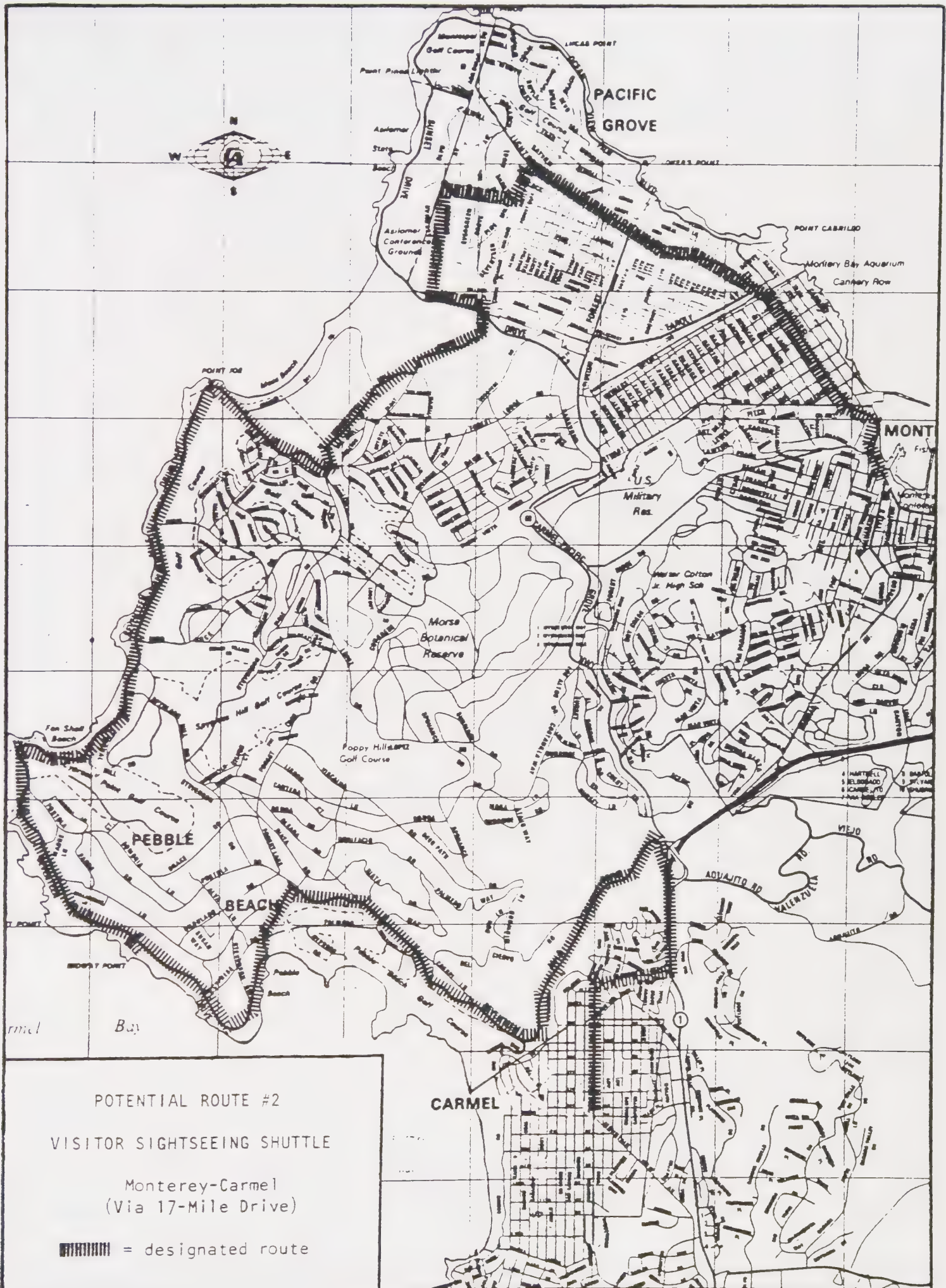


FIGURE 8

ALTERNATIVE ROUTE #3 : MONTEREY - CARMEL

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Portola Plaza 1.4 miles (7 minutes)	Del Monte Ave; To Calle Principal; To Franklin St; To Tyler St; To Munras Ave;
STOP 2	Del Monte Center Area 2.7 miles (15 minutes)	To Hwy 1; To Carpenter St; To Serra Ave; To Junipero Ave;
STOP 3	Downtown Carmel 0.3 miles (3 minutes)	To 6th St; To San Carlos St;
STOP 4	Sunset Center, Carmel (Parking Garage) 3.0 miles (16 minutes)	San Carlos/8th St To 8th St; To Junipero Ave; To Serra Ave; To Carpenter St; To Hwy 1;
STOP 5	Del Monte Center 1.4 miles (7 minutes)	To Munras Ave; To Abrego St; To Washington St; To Del Monte Ave;

Return to Portola Plaza (Stop 1)

Route Mileage Roundtrip : 8.8
Running Time : 48 minutes
Schedule Speed : 11.0 mph
Headway : 20 minutes

FIGURE 8A

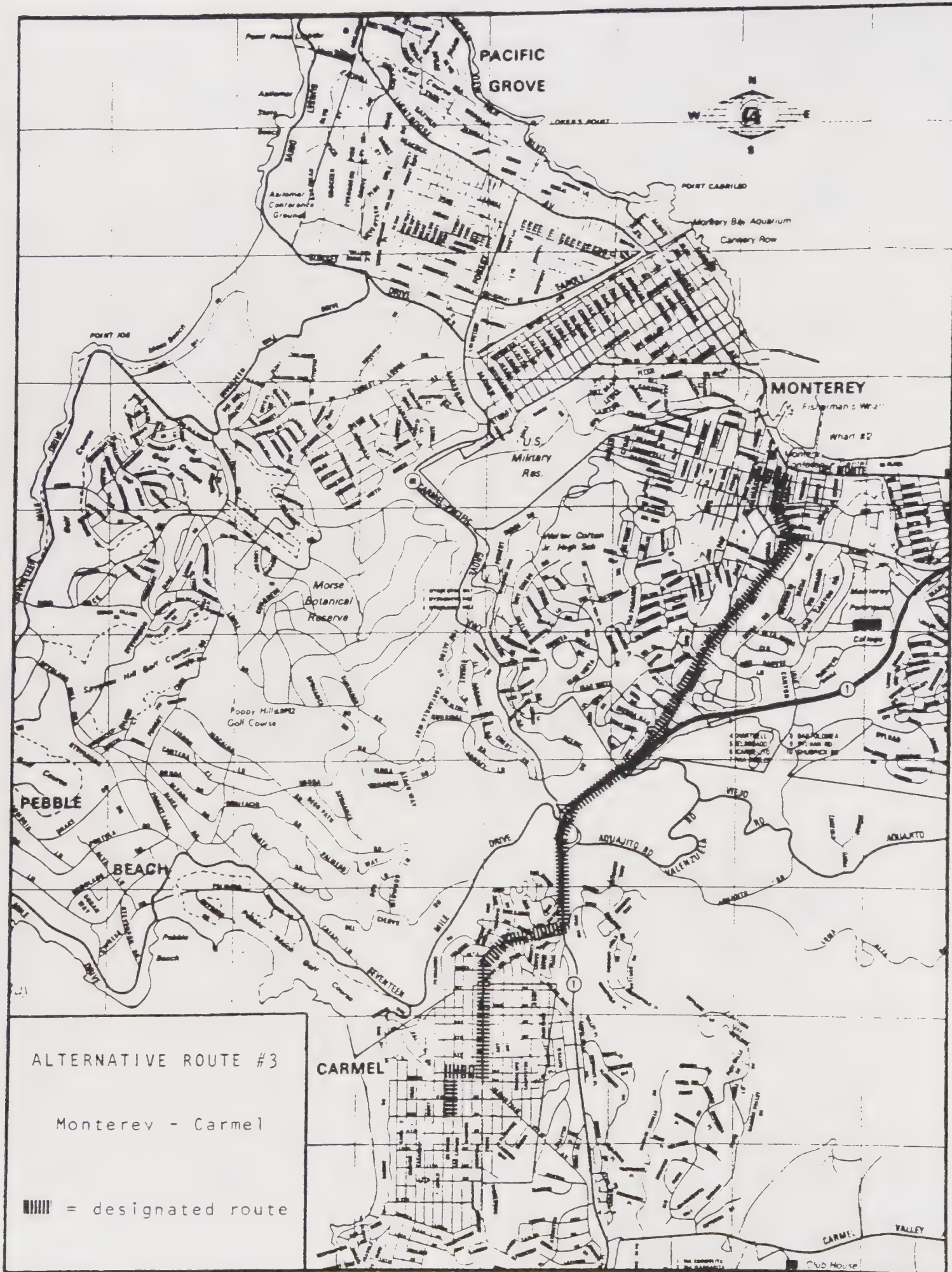


FIGURE 9

ALTERNATIVE ROUTE #4 : MONTEREY - CARMEL - CROSSROADS

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Portola Plaza 1.4 miles (7 minutes)	Del Monte Ave. To Calle Principal To Franklin St. To Tyler St; To Munras Ave;
STOP 2	Del Monte Center Area 2.7 miles (14 minutes)	To Highway One; To Carpenter St; To Serra Ave; To Junipero Ave;
STOP 3	Downtown Carmel 0.3 miles (3 minutes)	To 6th St; To San Carlos St;
STOP 4	Sunset Center, Carmel (Parking Garage) 0.8 miles (4 minutes)	San Carlos/8th St To 13th Ave; To Rio Rd;
STOP 5	Carmel Mission 0.5 miles (3 minutes)	Rio Rd;
STOP 6	Crossroads 0.5 miles (2 minutes)	Rio Rd;
STOP 7	Barnyard/Carmel Rancho 1.8 miles (10 minutes)	To Carmel Rancho Blvd To Barnyard/Carmel Rancho; To Clocktower Place; To Via Nova; To Rio Rd; To 13th St; To San Carlos St;
STOP 8	Sunset Center, Carmel 3.0 miles (16 minutes)	San Carlos/8th To 8th St; To Junipero Ave; To Serra Ave; To Carpenter St; To Hwy 1
STOP 9	Del Monte Center 1.4 miles (8 minutes)	To Munras Ave; To Abrego St; To Washington St; To Del Monte Ave

RETURN to Portola Plaza (Stop 1)

Route Mileage Roundtrip : 12.4
Running Time : 68 minutes
Schedule Speed : 11.0 mph
Headway : 15 minutes

[illegible]

ALTERNATIVE ROUTE #4

Monterey - Carmel -
Crossroads

||||| = designated route

ALTERNATIVE ROUTE #4

Monterey - Carmel -
Crossroads

||||| = designated route

ALTERNATIVE ROUTE #4

Monterey - Carmel -
Crossroads

||||| = designated route

Map of Carmel showing Alternative Route #4. The map includes a legend indicating that thick black lines represent designated routes. The route starts from the left, passes through the town of Carmel, and ends near the Rancho Carmel Golf Club. Key locations labeled include Carmel, Crossroads/Barnyard, and Rancho Carmel Golf Club. A scale bar indicates distances in miles (0 to 10).

FIGURE 10

ALTERNATIVE ROUTE #5 : MONTEREY - PACIFIC GROVE

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Portola Plaza & Conference Center 1.0 mile (6 minutes)	Del Monte/Calle Principal To Pacific St; To Lighthouse Ave; To Foam St;
STOP 2	Cannery Row Lot 1 1.2 miles (7 minutes)	To David Ave; To Ocean View Blvd;
STOP 3	Lover's Point 1.7 miles (9 minutes)	Ocean View/17th To 17th St; To Lighthouse Ave;
STOP 4	17-Mile/Lighthouse 1.1 miles (6 minutes)	To 17 Mile Drive; To Pico Ave; To Asilomar Ave;
STOP 5	Asilomar Conf. Center 2.6 miles (13 minutes)	To Sunset Ave; To 17-Mile Drive; To Lighthouse Ave;
STOP 6	Downtown Pacific Grove 1.3 miles (7 minutes)	To Fountain Ave; To Ocean View Blvd; To Wave St;
STOP 7	Cannery Row Lot 1 1.2 miles (6 minutes)	To Reeside Ave; To Lighthouse Ave; To Pacific St; To Scott St; To Olivier St;
STOP 8	Fisherman's Wharf 0.2 miles (2 minutes)	To Del Monte Ave

RETURN to Portola Plaza and Conference Center (Stop 1)

Route Mileage Roundtrip : 10.3

Running Time : 56 minutes

Schedule Speed : 11.0 mph

Headway : 20 minutes

FIGURE 10A

ALTERNATIVE ROUTE #5

Monterey - Pacific Grove

DESIGNATED ROUTE = designated route



FIGURE 11

ALTERNATIVE ROUTE #6 : CROSSROADS - CARMEL VALLEY

<u>Staging Area</u>	<u>Milepost</u>
Crossroads	Mile 0.0
Barneyard/Carmel Rancho	
Rancho Canada	Mile 0.9
Public Golf Course	
Quail Lodge	Mile 2.6
Chateau Julien Winery	Mile 5.1
Mid-Valley Shopping Center	Mile 5.8
Robinson Canyon Road	Mile 6.2
Garland Ranch Regional Park	Mile 8.5
Laureles Grade Area	Mile 9.5
Carmel Valley Village	Mile 11.7
Carmel Valley Village	Mile 12.0
Return to Crossroads	

Route Mileage Roundtrip : 24
 Running Time : 85 minutes
 Schedule Speed : 17.0 mph
 Headway : 60 minutes

FIGURE 11A

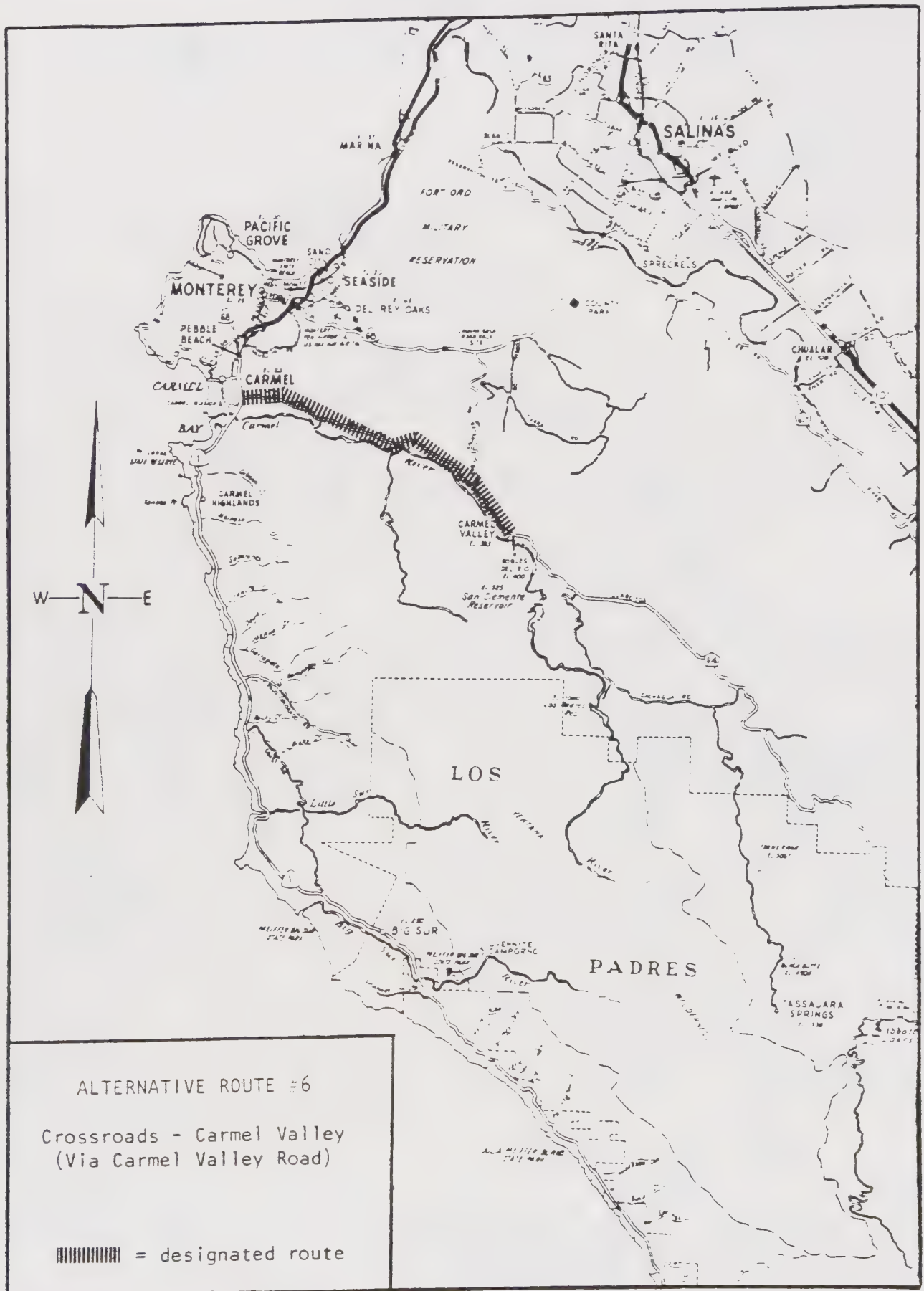


FIGURE 12

ALTERNATIVE ROUTE #7 : CROSSROADS - BIG SUR

<u>Staging Area</u>	<u>Milepost</u>
Crossroads/Carmel Rancho	Mile 0.0
Point Lobos	Mile 2.1
Carmel Highlands	Mile 4.0
Garrapata Creek & Beach	Mile 8.0
Rocky Point Restuarant	Mile 9.0
Bixby Bridge/Coast Road	Mile 11.4
Andrew Molera State Park	Mile 19.4
Pfeiffer Big Sur State Park, Big Sur	Mile 23.9
Nepenthe	Mile 26.9

Route Mileage Roundtrip : 53.8
 Running Time : 126 minutes
 Schedule Speed : 25.7 mph
 Headway : 240 minutes/180 minutes

FIGURE 12A

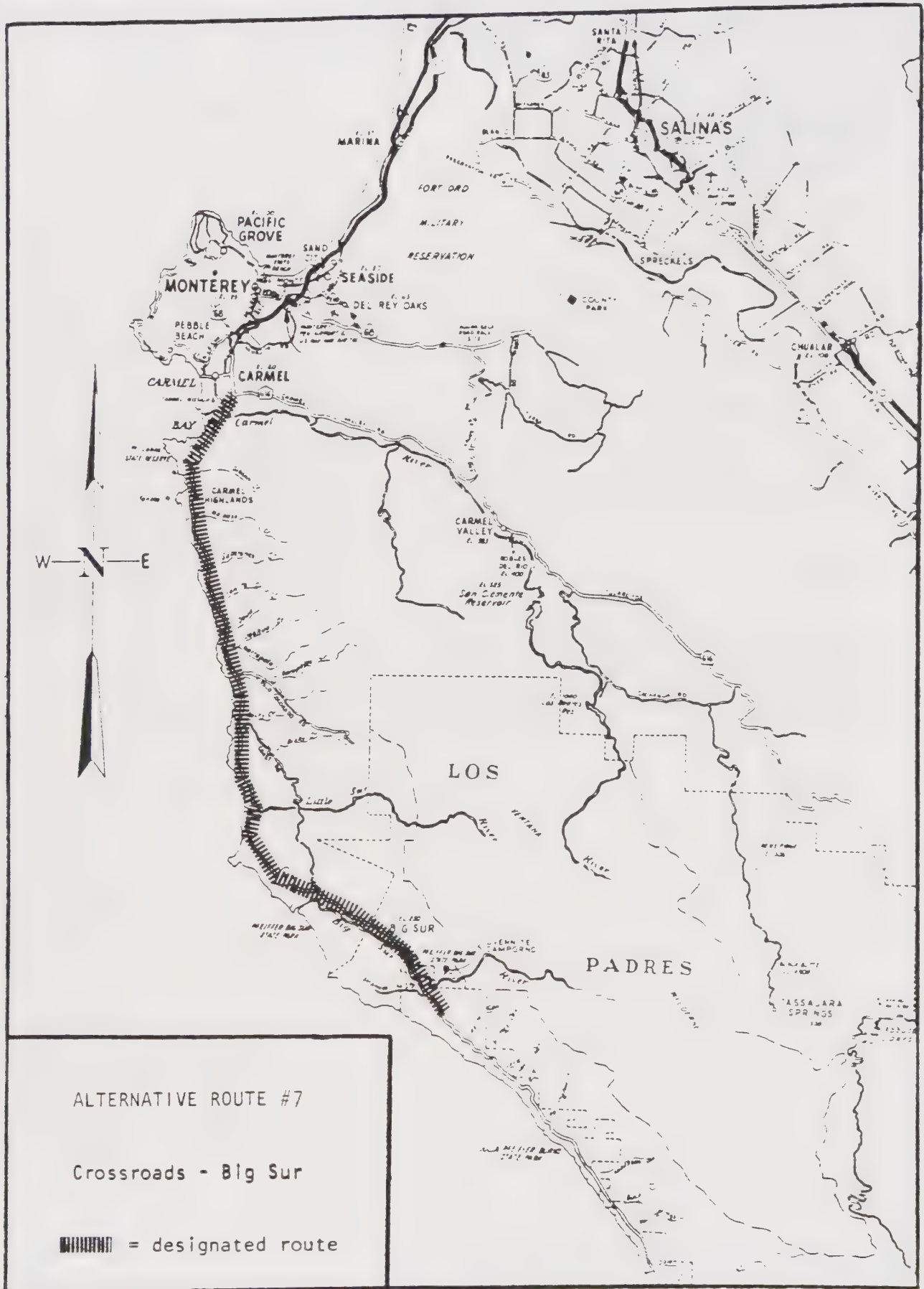


FIGURE 13

ALTERNATIVE ROUTE #8 : MONTEREY - FREMONT AVE/DEL MONTE AVE

	<u>Staging Area</u>	<u>Route</u>
STOP 1	Portola Plaza & Monterey Conference Center 1.1 miles (7 minutes)	Del Monte Ave. To Pacific St; To Franklin St; To Tyler St; To Munras Ave; To Fremont Ave; To Aquajito Rd;
STOP 2	Hilton / MPC 0.3 miles (2 minutes)	Aquajito Rd. To Mark Thomas Dr;
STOP 3	Hyatt Hotel 0.9 miles (3 minutes)	Mark Thomas Dr. To Fairgrounds Rd;
STOP 4	Fairgrounds 0.1 miles (1 minute)	Fairgrounds Rd. To Casa Verde;
STOP 5	Casa Verde Dr. 0.1 miles (1 minute)	To Fremont Ave;
STOP 6	Fremont Ave. 1.4 miles (7 minutes)	To Canyon Del Rey; To Del Monte Ave;
STOP 8	Days Inn 0.3 miles (2 minutes)	Del Monte/Canyon Del Rey
STOP 9	Comfort Inn 2.4 miles (13 minutes)	Del Monte Ave.

RETURN to Portola Plaza & Monterey Conference Center (Stop 1)

Route Mileage Roundtrip : 6.6

Running Time : 36 minutes

Schedule Speed : 11.0 mph

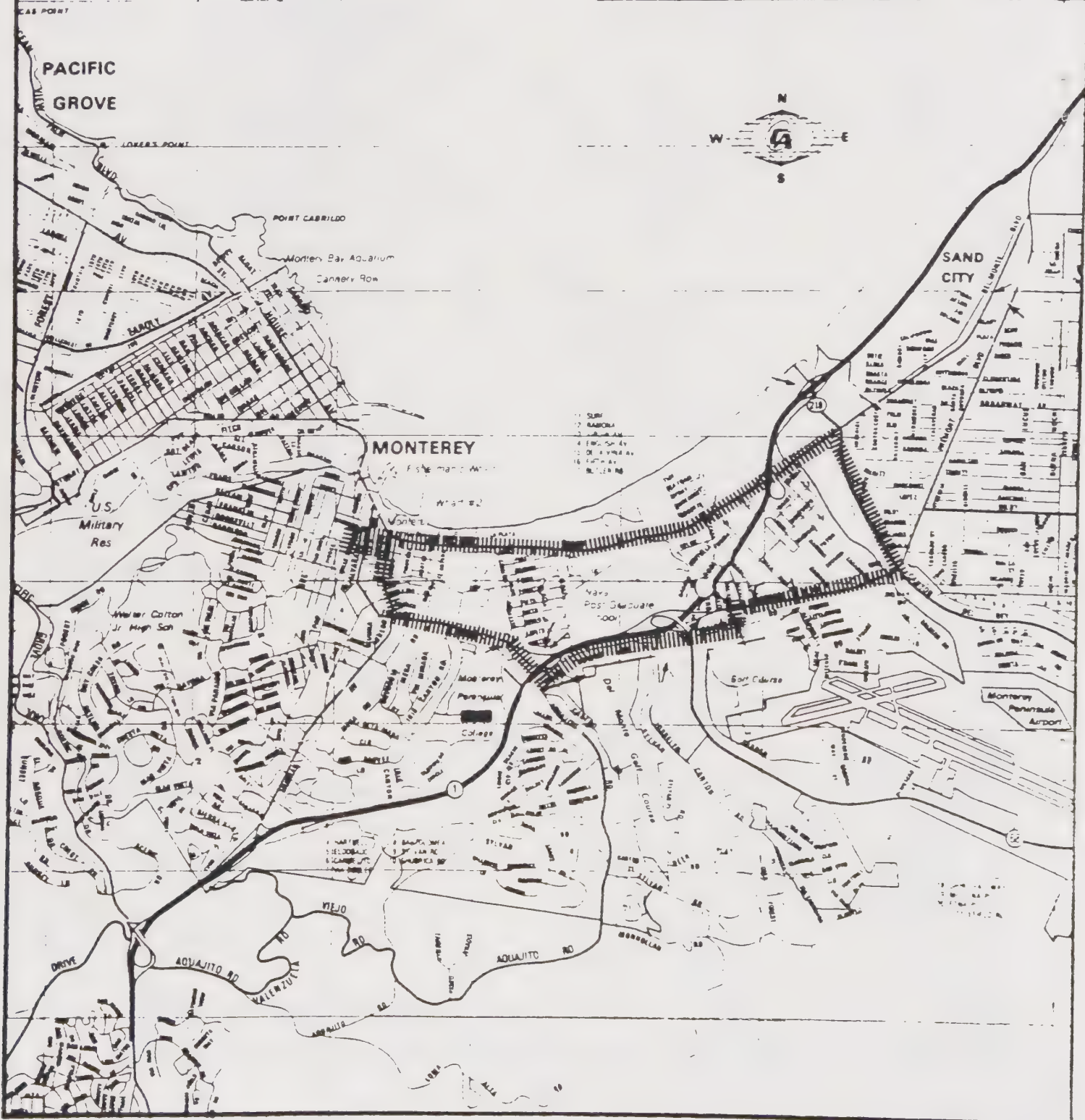
Headway : 30 minutes

FIGURE 13A

ALTERNATIVE ROUTE #8

Monterey - Fremont Ave/
Del Monte Ave

 = designated route



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